U.S. ARMY HUMAN RESOURCES COMMAND

FY 07 PRE-COMMAND COURSE

Outline

- Information/Transformation Initiatives
- How Officer Boards Work
- Facts
- NCOER System Update
- OER
  - Intent
  - System Update/Results from Selection Boards
  - Rater Tips/Process
  - Senior Rater Tips/Process/Philosophy
  - Instruction to Selection Boards
  - Profile Management
- Questions and Answers

Management Support Division

msdweb - Microsoft Internet Explorer
File Edit View Favorites Tools Help
Back Search Favorites
Address https://www.hrc.army.mil/site/active/tagd/MSD/msdweb.htm
Go Links
U.S. ARMY HUMAN RESOUR
Active
HOME | ABOUT US | CONTACT | ACTIVE | RESER
Management Supp
Homepag
General Information
- Points of Contact
- Mission / Vision / Functions
Branches
- DA Secretariat
- Officer Boards
- Enlisted Boards
- AC Promotions
- RC Promotions
- Evaluation Systems
Application Links
- SR-2 OnLine (AC)
- IWRS - OER (AC)
- IWRS - NCO-ER (AC)
- 1LT Automa Promotions
- OMPF OnLine
- SOP for IWRS
- My Personnel Data Snapshot
- NCOER Upload
- DS Tracking
- My ERB
What's New!
(Electronic Eval)
(OER by Email)
(My Board File)
(Safety)
JUST ADDED TO THE SENIOR RATER'S PROFILE ON-LINE!
The Initial Evaluation Timeliness Report
Welcome
Contact Us
Management Support Division (MSD) is a division inside The Adjutant General ate (TAGD) of the US Army Human Resources Command (HRC). MSD of 5 major branches and is authorized 154 civilian and military personnel organized around the core personnel functions of evaluation, selection and promotions. In conjunction with Army G1, MSD sets and executes policy concerning AERs, OERs. NC-OERs and promotions for all components.
For technical questions about the Web site contact the Webmaster. For functional questions please refer to the appropriate office.
Regular Army NCO and NCO-ER Automated Applications
Digital Sender Tracking
My ERB
MyPersonnel Data Snapshot
NCO-ER Upload and Online Reports
Key Items / Hot Links
- AC Board Schedule
- RC Board Schedule
- AC Promotion Lists
- RC Promotion Lists
- OER System Information
- NCO-ER System Information
- Appeals & Corrections
Related Links
- HRC-St Louis (formerly AR-PERSCOM, 2xCitizen)
- GKO (Guard Knowledge OnLine)
Internet

Look Here

HRC On-Line:

https://www.hrc.army.mil

Select “AC Active Army” “The Adjutant General” “MSD”

MSD Transformation Initiatives

- OER by E-mail for deployed units. (Apr 03/ updated Apr 07)
- Automated Promotion to 1LT & CW2 Program. (Jan 04)
- Automated DA 3355 (Promotion Worksheet). (Jan 05 with overlap of current system)
- Army Selection Board System (ASBS). (Jul 04/Col, Army)
- MyBoard File on-line. (7 May 05 for COL AMEDD)
  - Need for information on; important to Soldiers
- PERMS to IPERMS. (Officer AC Records/End of 1st QTR FY 05)
  - migrating legacy PERMS to a web-based environment.
- Military Evaluations through AKO “My Forms” (12 May 06 and later)
- Single OER Senior Rater Profile (May 07)
- Evaluation Timeliness Report for Senior Raters
  - Starts tracking reports received on 1 Jun 07 (OER) & 1 Oct 07 (NCOER) and authorized for placement in OMPF
- Single Evaluation Processing System for OER and NCOER

AKO My Forms
Forms Content Management Program

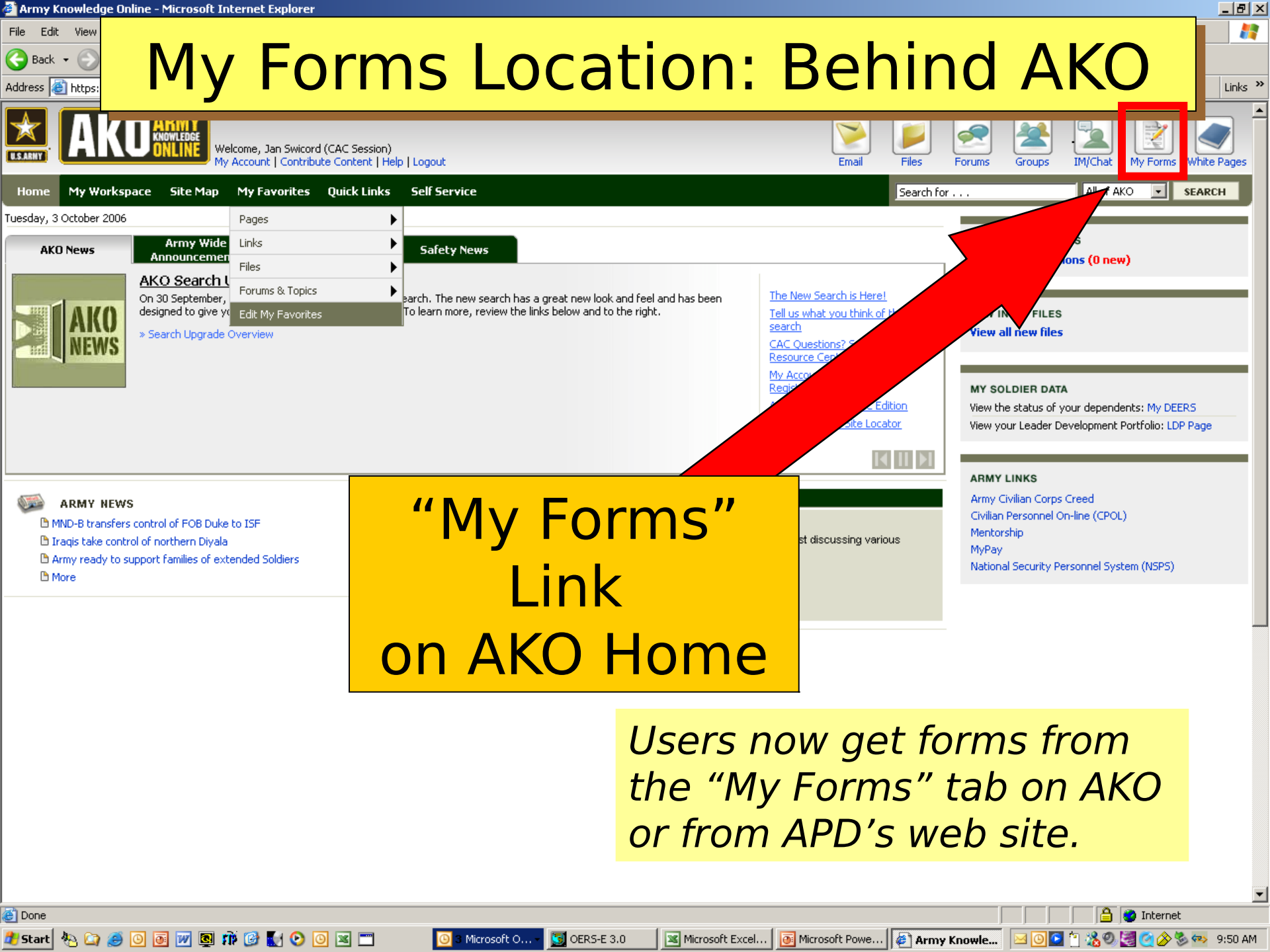
- Re-engineer the Army forms program and build an enterprise infrastructure; develop applications which focus on form data instead of format.
  - What: Total system solution on Army Knowledge Online providing:
    - Electronic forms (using PureEdge vice FormFlow)
    - Electronic signatures (using ApproveIt) (135 forms can be signed electronically as of 30 Oct 06.)
    - Workflow
    - Reporting capabilities
  - Why: Empower Army users at all levels (units & individuals)
    - Enable e-business processes
    - Eliminate stovepipes
    - Reduce development and sustaining costs

Software is no cost to user; download to work & home computers.

Electronic Evaluations Bottom Line Impacts

- **Mirrored in every subsequent form, in some form or fashion.**
- **Electronic evaluations:**
  - Provide electronic signature for dispersed locations
  - Support Soldiers in all three components (RA, USAR, & ARNG)
  - Transform methods of getting and moving information
  - Improve content & make the process easier
    - Improves what users have today (and provide more)
    - Eliminates Personnel Service Battalions eval processing (supports Transformation/PSDR)
    - Improves reliability of submission timeliness
  - Reduce, or eliminate, overnight mailing costs
  - Works to eliminate interim & legacy systems currently used
  - Make counseling administratively worth the time

My Forms Location: Behind AKO



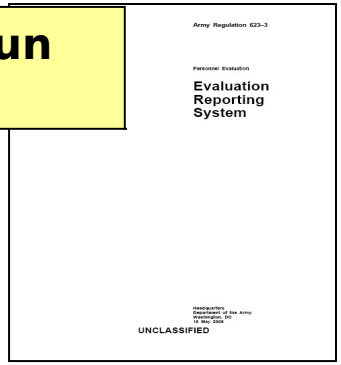
"My Forms" Link on AKO Home

Users now get forms from the "My Forms" tab on AKO or from APD's web site.

Implementation Time Line:
Military Evaluations (My Forms on AKO)

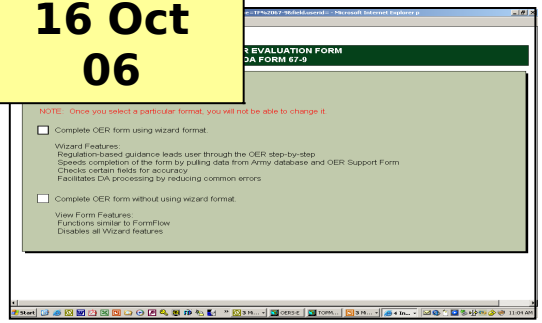
When: What:

15 Jun 06



- **AR 623-3 & DA PAM 623-3 are effective, covering OER, NCOER, and AER Systems and revising all military evaluation forms (dated Mar 06.)**
- **"My Forms" on AKO has revised evaluation forms with digital signatures and wizard formats.**
- **Users must use revised forms.**

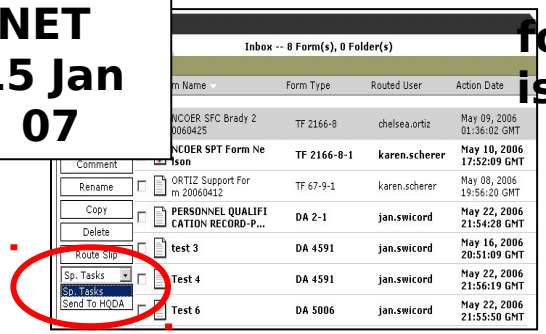
16 Oct 06


NOTE: Once you select a particular format, you will not be able to change it.
Complete OER form using wizard format.
Wizard Features:
Regulation-based guidance leads user through the OER step-by-step
Speeds completion of the form by pulling data from Army database and OER Support Form
Checks certain fields for accuracy
Facilitates DA processing by reducing common errors
Complete OER form without using wizard format.
View Form Features:
Functions similar to FormFlow
Disables all Wizard features

Wizard (Green) Forms

- **All eval forms are available in wizard format – use them!**
- **Forms include digital signature, help keys, & embedded regulatory logic to guide rating officials**
- **Provides tracking and management capability**
- **Forms allow users to transfer from support forms to final evals (once Send to HQDA function is working)**

NET 15 Jan 07



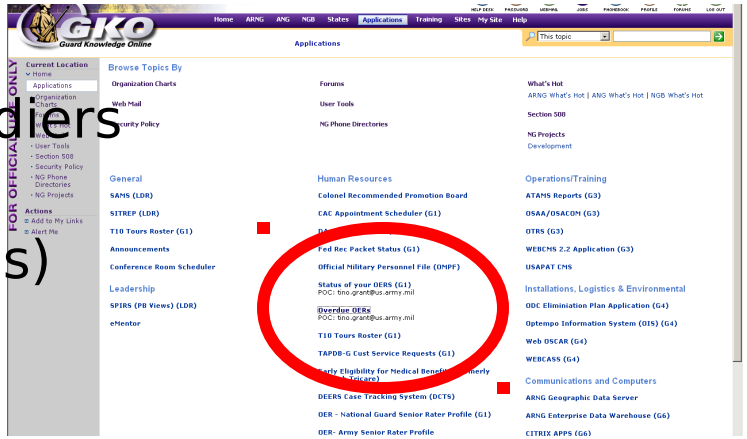
Electronic Submission to HQDA

- **Once testing at HQDA is complete we will initiate the automatic "send to HQDA" function on AKO "My Forms."**
- **Until this time, users can send reports to HQDA, with digital signatures, in the manner currently available to them (mail, upload, OER by Email if authorized, etc).**

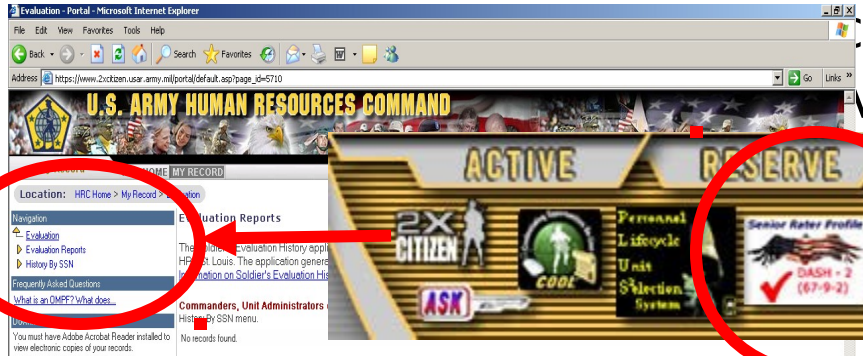
Evaluation Systems – Senior Rater Actions

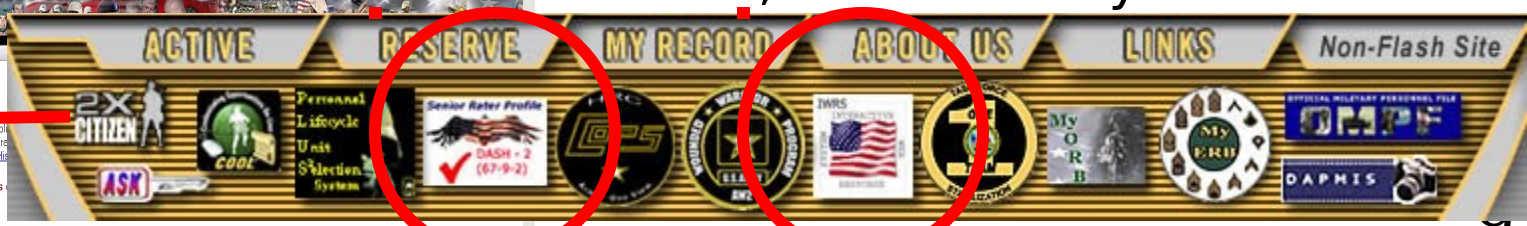
Goal: develop and assess Soldiers; submit reports on time.

Senior Rater's Role:



- Have rating schemes; known by Soldiers
- Oversee counseling
- Use online tools (shown at red circles)
- Know current THRU dates on file;
- Anticipate and project "next" evals.
  - Current thru date on file plus 12 months or known changes of rater.
  - Complete the record dates for those being considered by a selection.
- Notify rating officials of upcoming evaluations
- Track rating officials completion





cessing at HQDA (using online tools)

violators, as necessary.

OER On Time Rates

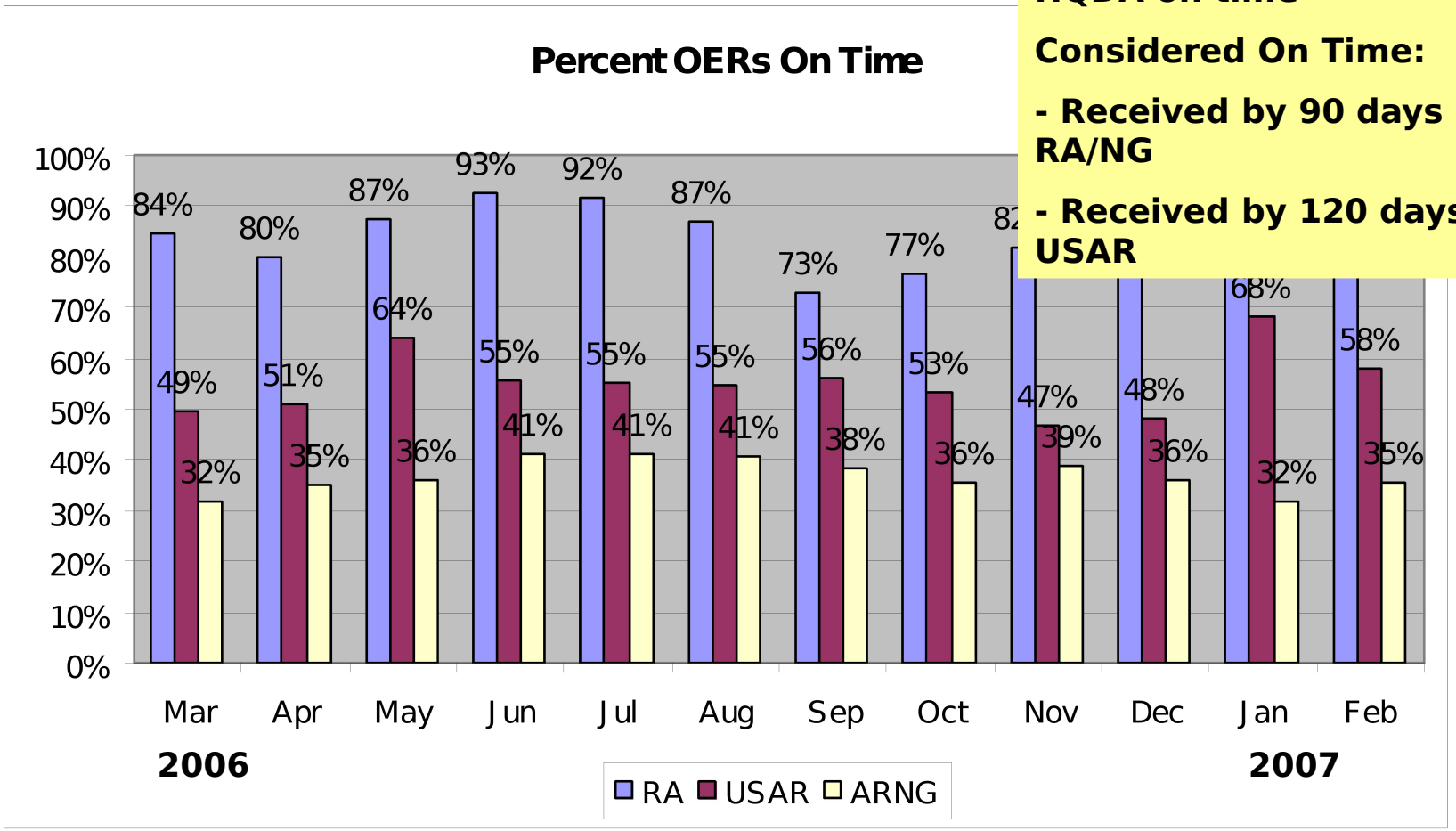
Purpose: Reflect how units submit OER for specific months, based on date of receipt at HQDA.

Goal: 95% or greater received at HQDA on time

Considered On Time:

- Received by 90 days – RA/NG

- Received by 120 days - USAR



Points for Timely Submissions ...

1. Rating officials who document counseling and who are not burdened in completing administrative actions have an easy time completing and submitting evaluations in a timely manner.
   - Anyone can start a support form, drawing information from ITAPDB (obtaining needed admin information)
   - A single step in My Forms transfers all information from the support form to a final OER or NCOER
   - Forms can be routed around officials for signature and corrections
2. After (date) (consolidation of OER senior rater profiles) all reports will be due at HRC within 90 days after the THRU date on the report.
   - After (date) all OER will be submitted to HRC Alexandria either electronically by My Forms or in paper
   - Expected by August all NCOER will be submitted to HRC
3. HRC will officially track all OER received after 1 Jun 07 and NCOER after 1 Oct 07. ARNG NCOER will remain at State level for processing to Soldier OMPF. Evaluation Timeliness Reports are tied to senior raters.
4. Check MILPER messages for selection board requirements. “Received NLT” dates are not waiverable by anyone in the evaluations office.

Points for Eval Systems Managers ...

- The online SR profile for AC OER includes The Evaluation Timeliness Report. It tracks OER received 1 Jan 07 and will be reset to 1 Jun 07.
- This SR profile will include OER submission information on USAR & ARNG OER after SR Profile consolidation effective (date).
- Timeliness is calculated using date of receipt at HQDA and THRU date on report. A report is on time when received within 90 days after its THRU date.
- Submission requirements synchronized to 90 days for all reports with the OER SR Profile consolidation, effective (date).
- By summer, 2007 Active and USAR NCOER information will reflect in this report. ARNG NCOER information will remain at State level. Additional messages will detail the transition for NCOER.
- Once we start tracking NCOER information, any Senior Rater (officer or NCO) will be able to access the SR Profile on time to obtain their timeliness report.

Senior Rater Evaluation Timeliness Report

FOR USE OF THIS FORM SEE AR 623-3; PROPONENT AGENCY IS ACofS, G-1

NAME:	SSN:	RANK:	CREATED DATE:
JONES, CARLOS W.	888888888	BG	20060201

RO Rank	# Reports Submitted	# Reports On Time	% Reports On Time
MG	0	0	0
BG	0	0	0
COL	200	200	100%
LTC	400	200	50%
MAJ	50	47	94%
CPT	100	10	10%
1LT	100	90	90%
2LT	100	50	50%
CW5	0	0	0
CW4	0	0	0
CW3	0	0	0
CW2	0	0	0
WO1	0	0	0
Total for OER	950	597	62%
SGM	Tbd	Tbd	Tbd
MSG	Tbd	Tbd	Tbd
SFC	Tbd	Tbd	Tbd
SSG	Tbd	Tbd	Tbd
SGT	Tbd	Tbd	Tbd
Total for NCOER	TBD	TBD	TBD
Total for Evals	950	597	62%

DA Form 67-9-2A, 15 May 2006

CREATE EXCEL SPREADSHEET

Notes:

1. On-time calculations for OER & NCOER are based on reports being received at HQDA within 90 days after THRU date, regardless of component.

2. When available, NCOER information covers Active and USAR reports. ARNG NCOER are kept at State level.

3. Senior rater can view details on the late reports by selecting a specific rank.

FOR OFFICIAL USE ONLY

Senior Rater Evaluation Timeliness Report

FOR USE OF THIS FORM SEE AR 623-3; PROPONENT AGENCY IS ACofS, G-1

NAME:	SSN:	RANK:	CREATED DATE:
JONES, CARLOS W.	888888888	BG	20060201

Late Reports For This Senior Rater and This Rank

RO Rank	# Reports Submitted	# Reports On Time	Reports Late	% Reports On Time
MAJ	50	47	3	94%

Rank	RO Name	Report Thru Date	Date at HQDA	1-30 days late	31-60 days late	61-90 days late	over 90 days	Current Status
MAJ	Ortiz, Renee	20050101	20050501		x			completed
MAJ	Byers, Sam	20041003	20051003				x	complete
MAJ	Green, Tobias	20030101	20050202				x	completed
Total for this SR	**-**	**-**	**-**	**0**	**1**	**0**	**2**	

Details for late reports shown as part of the Senior Rater Evaluation Timeliness Report

Specifics for the late Major's reports.

Safety and Military Evaluatic

Purpose: Get composite risk management (CRM) down to first line supervisors and individual Soldiers. (Change behavior.)

Composite Risk Management (CRM):

- Teach Soldiers how to think - not what to think; challenge them to be smart about managing risk.
- Put Soldiers & leaders in control of how far "on the edge" they can operate.

Commander's Role / Requirements:

- Incorporate safety objectives and tasks into evaluation support forms, developmental support forms, and NCOER checklists for consideration by rating officials in final assessments.
- Scrutinize subordinate's counseling sessions.
- Applies to all three components.
- Safety has always been a special interest item "as applicable"; today, it is applicable to all leaders.

For more CRM information:
Combat Readiness Center (CRC) website (https://crc.army.mil)

OER System Enhancements
(effective 1 Oct 04)

Specifics:

- HRC Directed required for Active Component officers.
    - Excellent participation by units / rating officials: completed Oct 05
- Developmental Support Form expanded to officers in ranks of CPT, 1LT, 2LT, CW2, and WO1.
- No SR block check in Part VIIb extended to CPT, 1LT, 2LT, CW2, and WO1.
- Senior Rater narratives continue to focus on quantifiable performance and potential.

Purpose:

- To implement and support leader development.
- Eliminates direct, peer to peer, forced distribution comparisons.
- Continues comparison against an Army standard.
- Institutionalizes mandatory quarterly counseling and development plans.

Evaluation Systems (Facts)

- Mission of the OER & NCO-ER is to identify your best (AR 623-3)

- Both OER and NCO-ER are assessment tools. OER:
  - A forced distribution system (All Services have one)
  - SR top box restricted to <50% (CW3, CW4, MAJ, LTC, COL, BG)
  - SR narrative focuses on quantifiable performance and potential

- Promotion selection system is based on Army requirements
  - Use the top box to identify your best officers and quantified narratives
  - Cannot predict selection board results on ACOM or COM labels (Boards use the **Whole File Concept**)
  - Based on a series of reports (Boards use the **Whole File Concept**)

- Commander is overall care-taker of all personnel systems
- Counseling is key.

Help, I'm in the zone for a selection board! What must I do now?

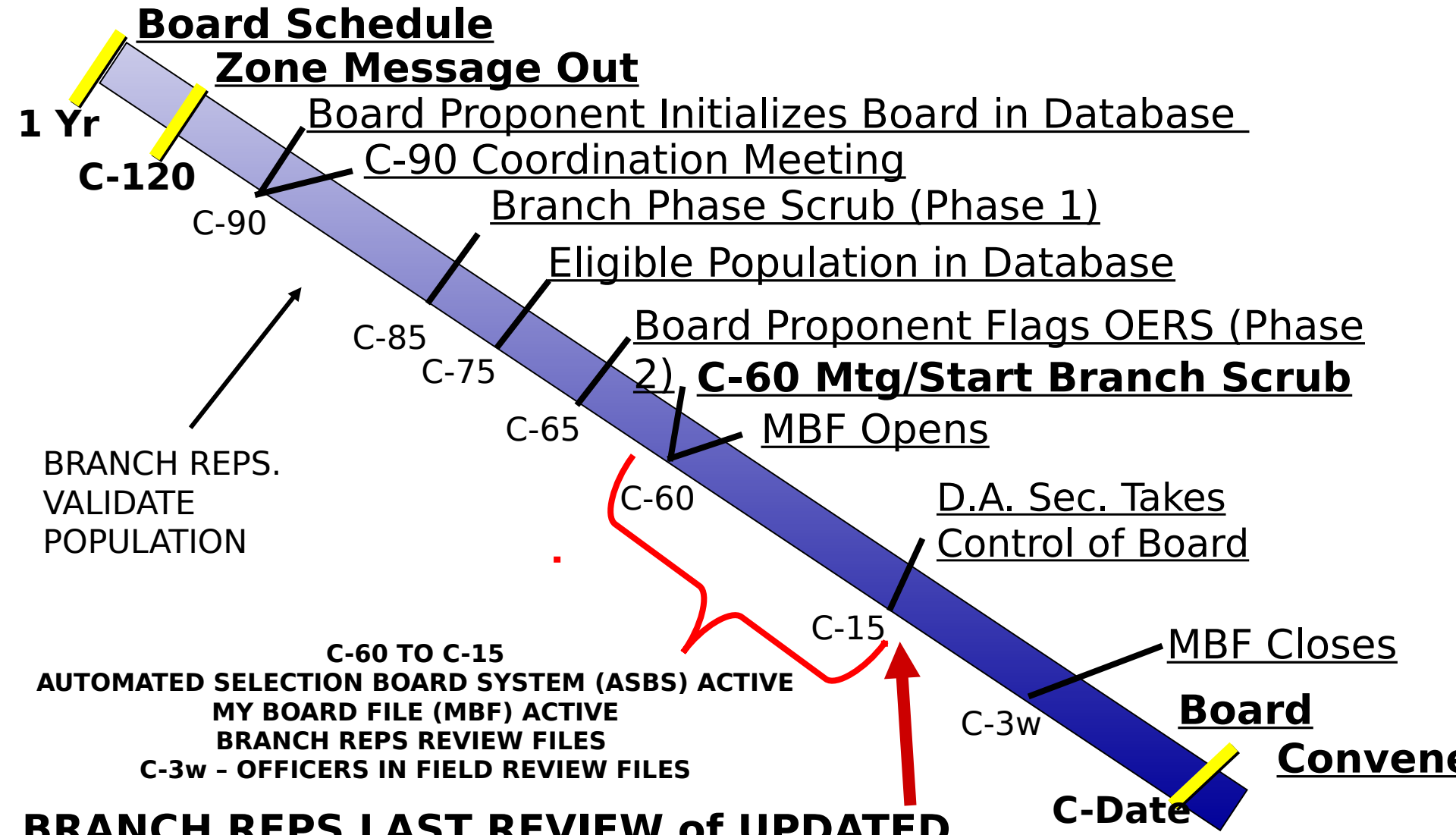
#1 **Continue to give every job your best!**

#2 **Review your OMPF. Make any updates BEFORE the board convenes.**

#3 **Take a current photograph (standard is 5 years…but exceed the standard with a recent photo when you're in the zone).**

#4 **Review, update, and sign**

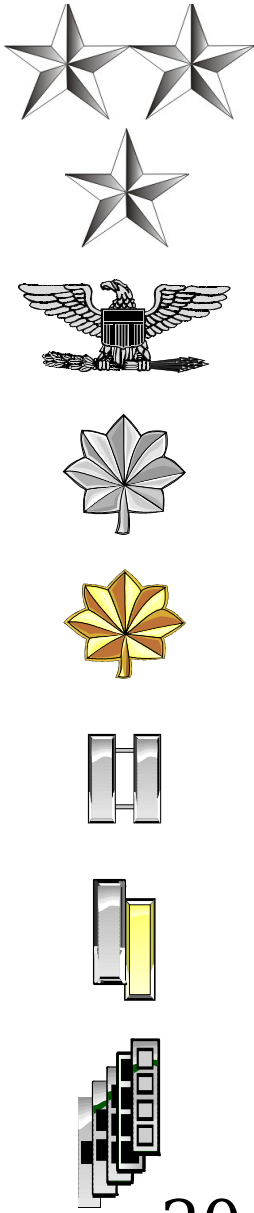
BOARD PREPARATION



SELECTION BOARDS

(Over 80 Selection Boards Conducted Each Year)

- **PROMOTION (Governed by law)**
  - Chief Warrant 3 through Major General
- **SCHOOLS (Governed by policy)**
  - Command and Staff College (Resident)
  - Senior Service College (Resident & Correspondence)
- **COMMAND (LTC/COL) (Governed by policy)**
  - Tactical, Training & Strategic Support, Institutional/ Generalist and TRADOC Systems Managers
- **ADVISORY (Governed by law)**
  - The Judge Advocate General, The Surgeon General
- **OTHER (Governed by policy)**
  - Functional Category Designation
  - Reserve Officer Training Corps Accessions
  - Civilian Schools
- **SPECIAL BOARDS (Governed by law and policy)**
  - Promotion/Command Review (Removal)



TYPES OF BOARDS

(AR 600-8-29)

Fully Qualified

100% Select Rate Capability

"… qualified professionally and morally to perform the duties expected of an officer in the next higher grade."

Best Qualified

Numerical Constraints

Fully qualified officers who *"meet specific branch, functional area or skill requirements"…* to meet the Needs of the Army.

(Command boards & most

BOARD MEMBER SELECTION

Statute (Title X) Requires:

- **5 or more active duty members**
- **Senior to officers being considered**
- **Reserve officer representation**
- **Joint representation**
- **Cannot sit 2 consecutive like boards**

Army Policy Requir

- **Branch representation**
- **Ethnic and female representation**
- **LTC (O5) or above**
- **50% O5/O6 CSL Commander**

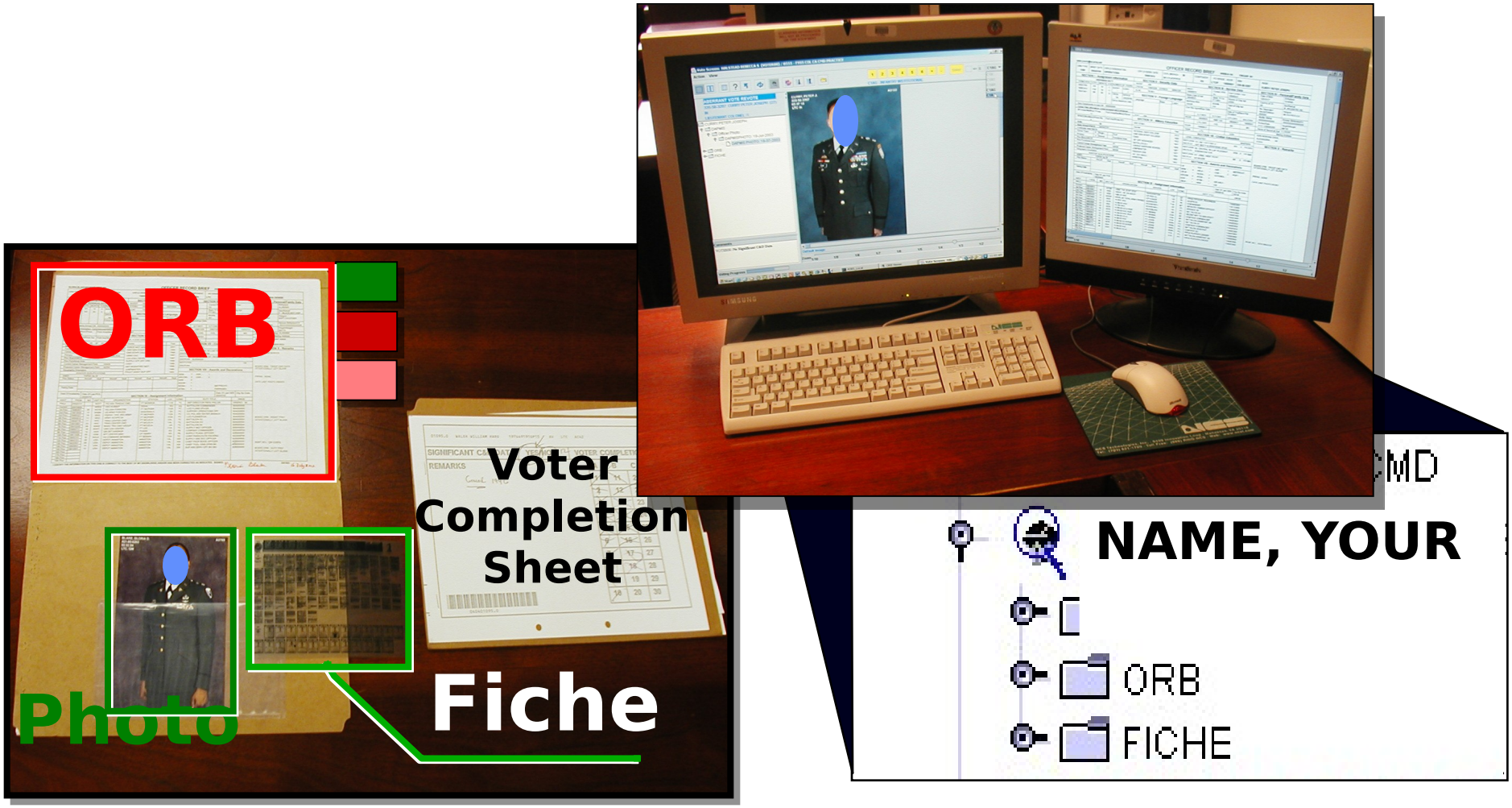
BOARD OPERATIONS

BOARD PROCEDURES/SECURITY

- **No criteria for selection may be established by the board that is not in the MOI**
- **Membership can not be revealed**
- **No visitors allowed in the Board Room**
- **Contact with members of other boards is not permitted**
- **No documents leave the Board Room - all MOIs, Board Books, and AAR Materials stay in the Board Room**
- **No board deliberations outside the Board Room**
- **Burn bags are used for board related waste**

Automated Selection
Board System

FILE COMPOSITION



OLD & CLASSIFIED HARD COPY FILES

NEW AUTOMATED FILE

Vote Screen: BOARD MEMBER (VOTER NUMBER) BOARD NAME

Action View

1 2 3 4 5 6 + - Enter <= C1X

C1X - GENERALIST INSTITUTIONAL

C1X
C2A
C2AG
C2AR

OFFICER's NAME &
SOCIAL
BRANCH

Officer's Name
DAPMIS
Officer Photo
DAPMISPHOTO: 06-Feb-2003
DAPMIS PHOTO: 06-02-2003
ORB
FICHE

A0904

Your Name
111-111-1111
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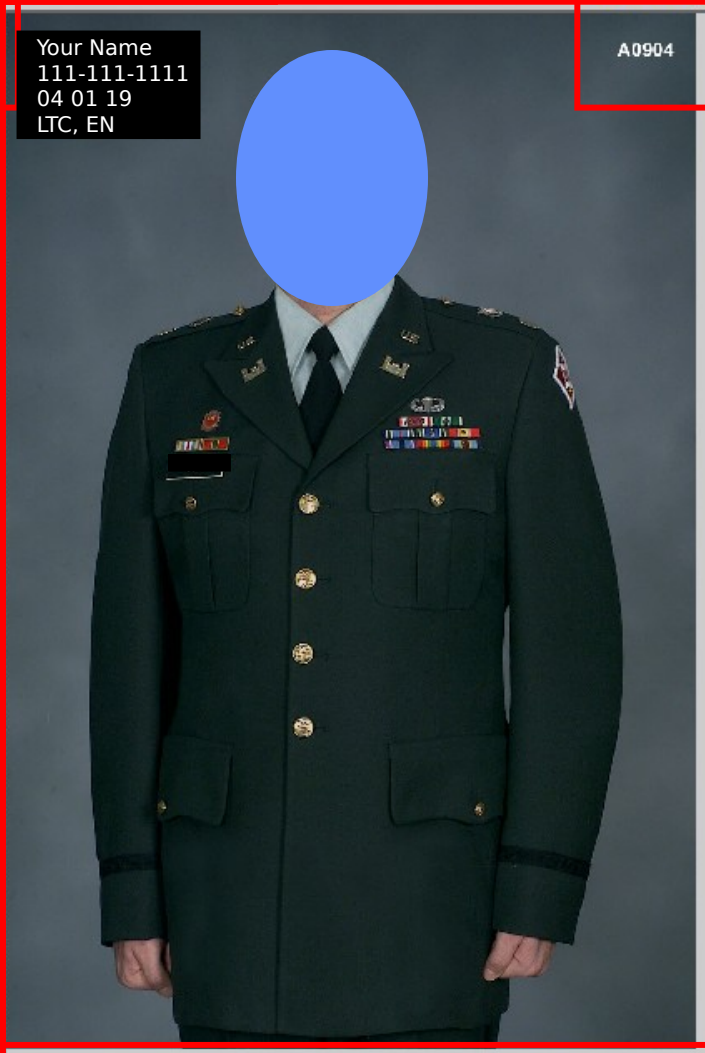
LTC, EN



Comments

Default Image

Zoom 1/10 1/9 1/8 1/7 1/6 1/5 1/4 1/3 1/2 1

Voting Progress

start Inbox - Mic... ASBS Scre... ASBS_local Yahoo! Mai... ORB Viewer Vote Scree... 12:29 PM

Vote Screen: MELCHER DAVID F (VOTER11) / 0554 - FY05 COL CSA CMD PRACTICE

Action View

1 2 3 4 5 6 + - Enter <= C2BR

C2BR - SIGNAL TRAINING AND STRATEGIC SPT

00597959

REPORT

PART I - ADMINISTRATIVE DATA

		LTC	1998	08	01	SC	252

U.S. Total Army Personnel Command (W3VSAA), 200 Stovall St., Alexandria, VA 22332 | 05 Annual

2002	06	03	2003	06	02	12		SB	MD12

COL	Chief, Col Assignments		7-28-03
COL	Chief, Colonels Division		7-28-03

U.S. Total Army Personnel Command
200 Stovall Street, Alexandria, VA 22332-0412

MP | (703) 325-5650 | 7-28-03

PART II - DUTY DESCRIPTION

Signal Colonels Assignment Officer | 252

Serves as the Signal Colonels Assignment Officer responsible for worldwide assignment and professional development of 137 Signal Corps colonels. Advises Signal officers on professional development and assists them in maintenance of their permanent official records in preparation of DA selection boards. Ensures that officers are informed of personnel changes and that they are reassigned to meet individual professional development goals and personal needs. Interpret DA policy and provide recommendations pertaining to field grade personnel utilization and performance evaluation. Conducts liaison with the Senior Signal leadership, DOD agencies, ARSTAF, MACOMs and multinational headquarters to coordinate the nomination of officers to selective positions. Drafted the COL level command slate.

PART IV - PERFORMANCE EVALUATION - PROFESSIONAL DEV (Rater)

CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions

a. ARMY VALUES (Comments mandatory for all "NO" entries. See PART Vb.)	Yes	No		Yes	No
1. HONOR: Adherence to the Army's publicly declared code of values	X		5. RESPECT: Promotes dignity, consideration, fairness, & EO	X	
2. INTEGRITY: Possesses high personal moral standards; honest in word and	X		6. SELFLESS-SERVICE: Places Army priorities before self	X	
3. COURAGE: Manifests physical and moral bravery	X		7. DUTY: Fulfills professional, legal, and moral obligations	X	
4. LOYALTY: Bears true faith and allegiance to the U.S. Constitution, the Army, the unit, and the soldier				X	

b. LEADER ATTRIBUTES / SKILLS / ACTIONS: Must mark "YES" or "NO" for each block. Second, choose a total of six that best describe the rated officer. Select one from ATTRIBUTES, two from SKILLS (Competence), and three from ACTIONS (LEADERSHIP). Place an "X" in the appropriate combined box with optional comments in PART Vb. Comments are mandatory in

b.1. ATTRIBUTES (Select 1) Personal qualities and characteristics	X	MENTAL Possesses stable, self, initiative, and discipline		NO	2.	PHYSICAL Maintains appropriate level of physical fitness and military bearing		NO	3.	EMOTIONAL Displays self-control, calm under pressure	NO
b.2. SKILLS (Competence) (Select 2) Skill development is part of self-development; prerequisite to action	X	CONCEPTUAL Demonstrates sound judgment, critical/creative thinking, moral reasoning		NO	X	INTERPERSONAL Shows skill with people; coaching, counseling, mentoring, motivating and empowering		NO	5.	TECHNICAL Possesses the necessary expertise to accomplish all tasks and functions	NO
	6.	TACTICAL Demonstrates proficiency in required professional knowledge, judgment, and warfighting									NO
b.3. ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving											
INFLUENCING Method of reaching goals while operating / improving	X	COMMUNICATING Displays good oral, written, and listening skills for individuals / groups		NO	X	DECISION-MAKING Displays sound judgment, logical reasoning and uses resources wisely		NO	X	MOTIVATING Inspires, motivates, and guides others toward mission accomplishment	NO
OPERATING Short-term mission accomplishment	4.	PLANNING Develops detailed, executable plans that are feasible, acceptable, and suitable		NO	X	EXECUTING Shows tactical proficiency, meets mission standards, and takes care of people/resources		NO	8.	ASSESSING Uses after-action and evaluation tools to facilitate continuous improvement	NO
IMPROVING Long-term improvement in the Army its people and organizations	7.	DEVELOPING Invests adequate time and effort to develop individual subordinates as leaders		NO	8.	BUILDING Spends time and resources improving teams, groups and units to work effectively as such		NO	9.	LEARNING Seeks self-improvement and organizational growth; encouraging, adapting, and leading	NO

c. APFT: PASS DATE: MAY 2003 HEIGHT: 71 WEIGHT: 182 YES

d. JUNIOR OFFICER DEVELOPMENT - MANDATORY YES OR NO ENTRY FOR RATERS OF LTs AND WO1s.
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1A AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? YES NO X

DA FORM 67-9, OCT 97 | REPLACES DA FORM 67-9, 1 SEP 79, WHICH IS OBSOLETE. | USAPA V2.00

PERIOD COVERED 20020603 – 20030602

PART V - PERFORMANCE AND POTENTIAL EVALUATION (Rater)

a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIGHER POTENTIAL FOR PROMOTION

X OUTSTANDING PERFORMANCE, MUST PROMOTE | SATISFACTORY PERFORMANCE, PROMOTE | UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE | OTHER (Explain)

b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE AND POTENTIAL FOR PROMOTION. REFER TO PART II, DA FORM 67-9 AND PART IVa, b, AND c DA FORM 67-9-1.

Absolutely magnificent performance by a true professional. ability to manage the Signal Corps Colonel population during a period of significant transition to NETCOM, while still satisfying each officer's personal preference; was superb. His straightforward, honest and candid approach towards solving the tough personnel challenges is recognized by the entire Signal Corps General Officer population...but, more importantly by the officers who entrust him with their career decisions. In a business where the only thing one could expect with certainty is that things will change as been rock solid. Eddie has sustained lines-of-communication with senior Signal Corps leaders always keeping them informed and seeking their guidance when necessary. His file preparation for the FY03 BG Board and FY04 colonel-level command board were exemplary.

Select for promotion to colonel immediately! The Army must take advantage of his leadership skills and tactical acumen by immediately selecting him for Brigade command. This dynamic leader will excel. Ready for the Army's greatest challenges.

c. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY OPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Would best serve the Army in OPCF/25.

PART VI - INTERMEDIATE RATER

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

X BEST QUALIFIED | FULLY QUALIFIED | DO NOT PROMOTE | OTHER (Explain below)

I currently senior rate 17 officer(s) in this grade. A comment DA Form 67-9-1 is required with this report and considered by evaluation and review. YES X NO (Explain why)

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (DOWNGRADED AT DA)

INDIA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO

SR

DATE: 2003 07 28

TOTAL RATINGS: 43

RATINGS THIS OFFICER: 1

c. COMMENT ON PERFORMANCE/POTENTIAL

Singularly outstanding officer ranks among the very best of the 17 hand picked assignments officers within this division. He has earned the respect of the Colonels he selflessly serves and those of senior leaders. His reputation in the Signal Corps community and the Army is impeccable. Unmatched credibility, sound judgement, and a sincere desire to take care of people make Eddie a magnificent leader. Our soldiers deserve his leadership - select immediately for promotion to colonel and Brigade command. Future Chief of Signal.

d. LIST 3 FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED. FOR ARMY COMPETITIVE CATEGORY OPT THROUGH LTC, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Brigade Commander; Chief of Staff, Signal Center; XO to the Army O6.
Would best serve the Army in OPCF/25.

DA FORM 67-9, OCT 97 (Reverse) | USAPA V2.00

Default Image

Zoom 1/10 1/9 1/8 1/7 1/6 1/5 1/4 1/3 1/2 1

Voting Progress

start | Inbox - Mic... | ASBS_local | ORB Viewer | Vote Scree... | My Docum... | Microsoft P... | 12:10 PM

BOARD MEMBER VOTING

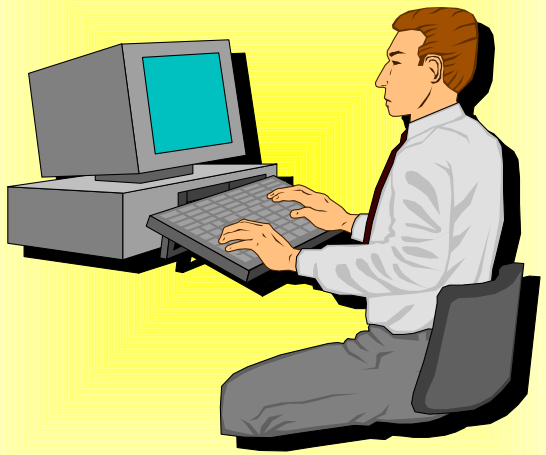
SEC ARMY's MEMORANDUM OF INSTRUCTION

BOARD FILE:
Official Photograph
Officer Record Brief
Official Military Personnel File (evaluation reports, awards, etc)

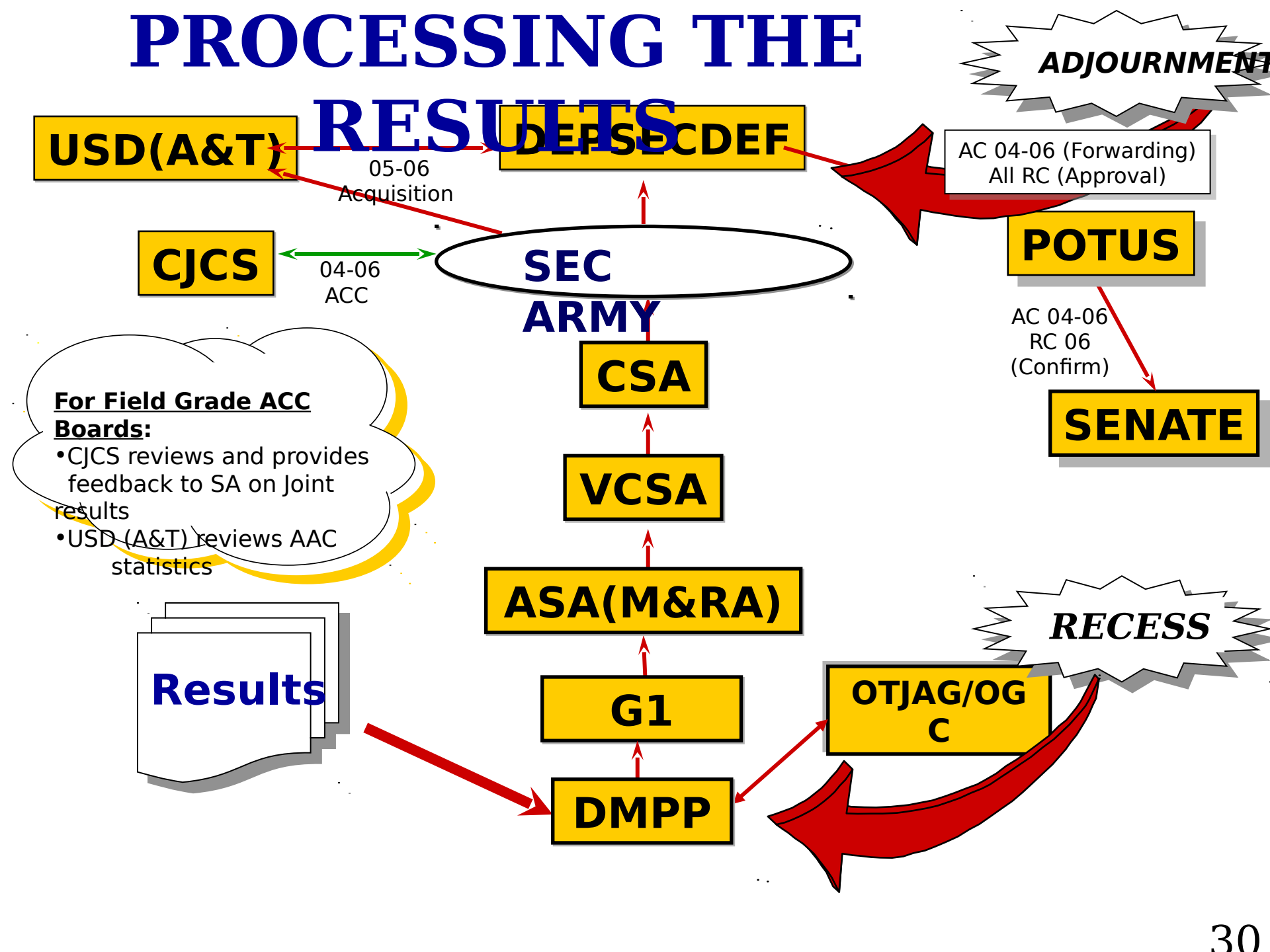
BOARD MEMBER EXPERIENCE & JUDGMENT

SCORING CRITERIA

= *VOTE*



PROCESSING THE RESULTS



NCO-ER

Sample NCO-ER (page 2)

RATED NCO'S NAME (Last, First, Middle Initial): CRACKLE, JIMMY D. | jimmy.crackle@ | SSN: 000-11-2222 | THRU DATE: 2002 02

PART IV (Rater) - VALUES/NCO RESPONSIBILITIES

Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory.
Specific Bullet examples of "SUCCESS" are optional.

b. COMPETENCE o Duty proficiency, MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity, committed to excellence EXCELLENCE (Exceeds std) [X] SUCCESS (Meets std) [ ] NEEDS IMPROVEMENT (Some) [ ] (Much) [ ]	o meticulous monitoring of NCO-ERs resulted in zero late reports and 99.6% accuracy rate over a six month period o expertly handled in excess of 2400 personnel actions during this rating period and ensured prompt processing o provided superb personnel service support to over 1900 soldiers assigned to the brigade	
c. PHYSICAL FITNESS & MILITARY BEARING o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier EXCELLENCE (Exceeds std) [X] SUCCESS (Meets std) [ ] NEEDS IMPROVEMENT (Some) [ ] (Much) [ ]	APFT: PASS 0110 — HEIGHT/WEIGHT: 69/163 YES o awarded the physical fitness badge for two consecutive APFTs o routinely worked in excess of 60 hours per week and maintained high morale and enthusiasm	
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do EXCELLENCE (Exceeds std) [X] SUCCESS (Meets std) [ ] NEEDS IMPROVEMENT (Some) [ ] (Much) [ ]	o mentored two soldiers to win Brigade Soldier of the Quarter honors o motivated and coached a previously substandard soldier to successfully pass the APFT and meet the weight standards o ensured soldiers were regularly counseled and earned their trust and confidence as a caring, compassionate leader	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win EXCELLENCE (Exceeds std) [ ] SUCCESS (Meets std) [X] NEEDS IMPROVEMENT (Some) [ ] (Much) [ ]	o personally planned and executed annual common task training and testing for all soldiers assigned to the brigade headquarters o outstanding training efforts resulted in 98.7% first-time 'GO' rate on the CTT within the headquarters o constantly trained soldiers on daily tasks and responsibilities, refused to settle for mediocrity	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equipment/facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad; right & wrong EXCELLENCE (Exceeds std) [ ] SUCCESS (Meets std) [X] NEEDS IMPROVEMENT (Some) [ ] (Much) [ ]	o maintained accountability of office and automation equipment valued in excess of $800K with zero loss or damage o completely reorganized office area to better utilize allocated space and removed excess to create more professional office atmosphere o kept track of soldiers and always knew where they were	

PART V - OVERALL PERFORMANCE AND POTENTIAL

a. RATER. Overall potential for promotion and/or service in positions of greater responsibility.
AMONG THE BEST [X] FULLY CAPABLE [ ] MARGINAL [ ]

b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.
Service School Instructor
Personnel Supervisor
Protocol NCO

e. SENIOR RATER BULLET COMMENTS
o select in the secondary zone for promotion to Sergeant First Class
o out-performs most Master Sergeants
o unquestionably the best Staff Sergeant I have ever rated or senior rated
o an all-around superb performance by a top-notch NCO
o assign to tough, challenging assignments - he will excel

c. SENIOR RATER. Overall performance [X] 1 Successful 2 3 4 Fair 5 Poor

d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility. [X] 1 Superior 2 3 4 Fair 5 Poor

DA FORM 2166-8, OCT 2001 — USAPA V1.00

TIPS:

--Lead off with your strongest excellence bullet

--S/R focus on promotion, schools, assignments

Reviewer Responsibilities

- Overall caretaker of system (honest-broker)

-- Reviews reports to ensure consistency, accuracy, and fairness

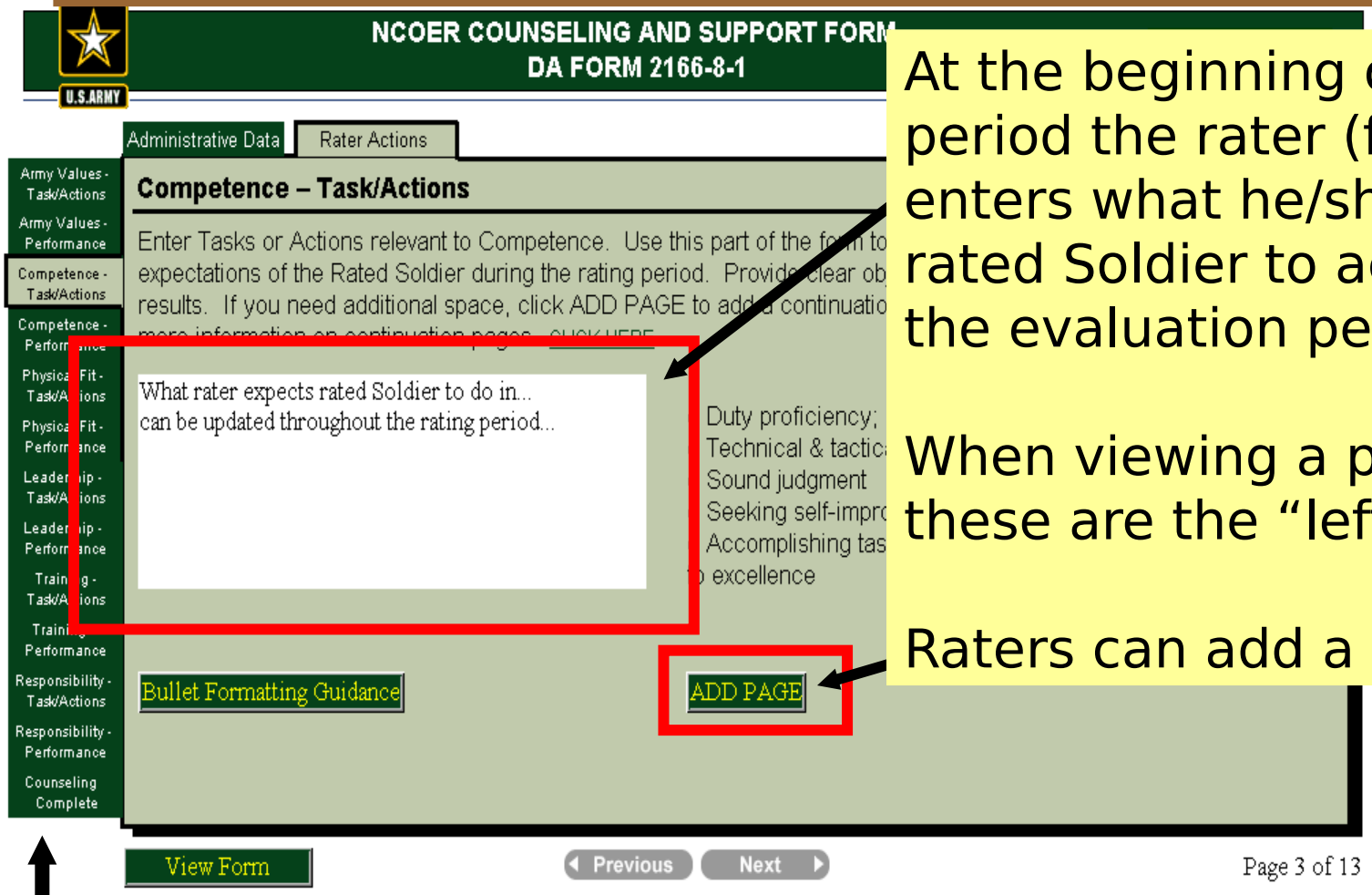
-- Resolves discrepancies between rater and senior rater

-- If discrepancy can't be resolved after discussing with both rating officials, then reviewer nonconcurs and attaches memorandum

-- If rater and senior rater agree on evaluation but reviewer does not, then reviewer ‘may’ nonconcur but must clearly articulate reason for nonconcurrence (creates question of integrity in rating officials)

-- Army trusts rater and senior rater to be fair and accurate in rendering reports - reviewer’s role is not to provide a 3rd evaluation

Complete NCOER Counseling:


NCOER COUNSELING AND SUPPORT FORM
DA FORM 2166-8-1
U.S.ARMY
Administrative Data
Rater Actions
Army Values - Task/Actions
Army Values - Performance
Competence - Task/Actions
Competence - Perfor
Physica Fit - Task/A ions
Physica Fit - Perfor nce
Leader ip - Task/A ions
Leader ip - Perfor nce
Train g - Task/A ions
Traini Performance
Responsibility - Task/Actions
Responsibility - Performance
Counseling Complete
Competence – Task/Actions
Enter Tasks or Actions relevant to Competence. Use this part of the fo m to
expectations of the Rated Soldier during the rating period. Provid clear ob
results. If you need additional space, click ADD PAGE to add continuatio
What rater expects rated Soldier to do in...
can be updated throughout the rating period...
Duty proficiency;
Technical & tactic
Sound judgment
Seeking self-impr
Accomplishing tas
excellence
Bullet Formatting Guidance
ADD PAGE
View Form
Previous
Next
Page 3 of 13

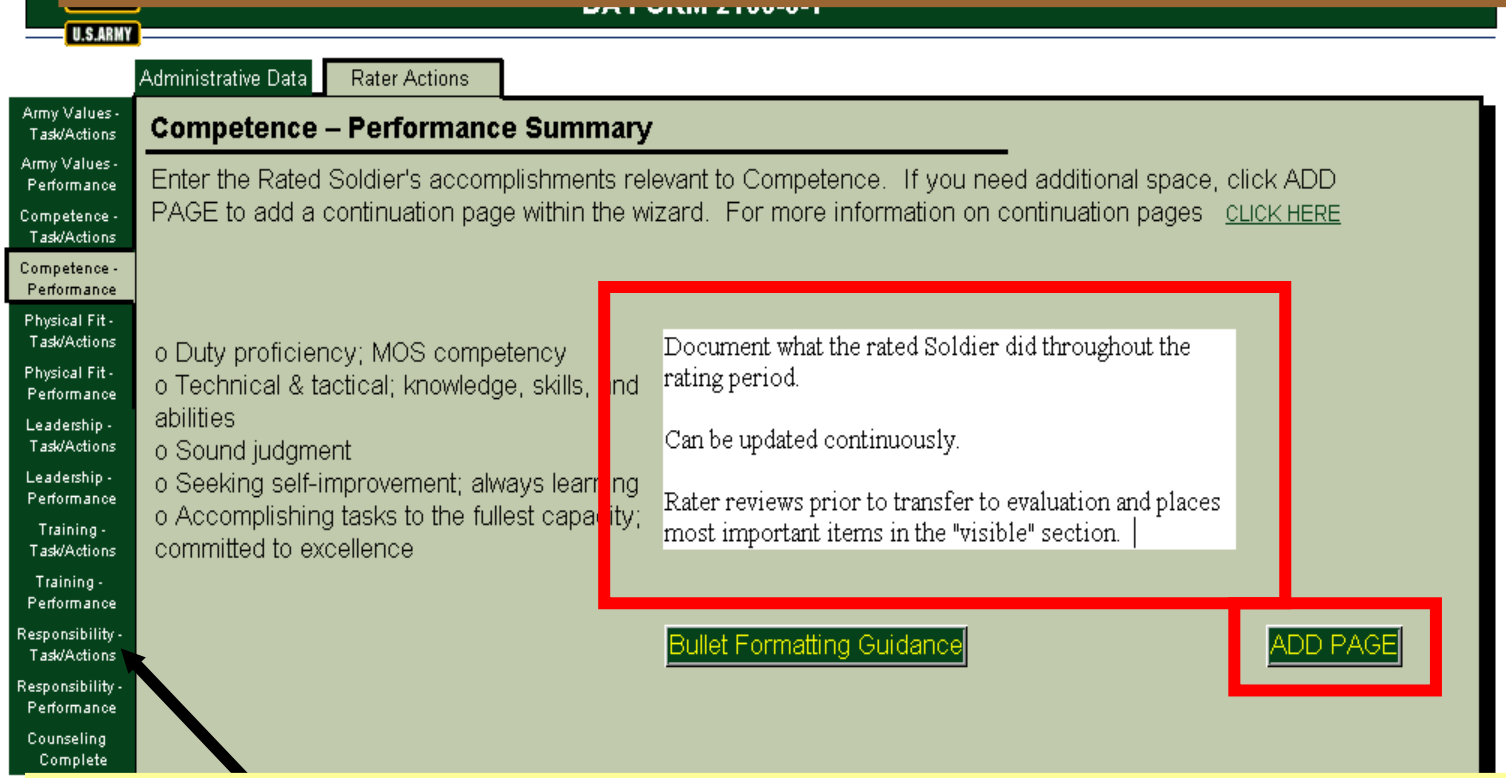
At the beginning of an evaluati period the rater (for an NCO) enters what he/she expects the rated Soldier to accomplish dur the evaluation period.

When viewing a printed page these are the “left column” bloc

Raters can add a page if neede

Task/Action tabs alternate with performance tabs along left edge.

Complete NCOER Counseling:


U.S.ARMY
Administrative Data
Rater Actions
Army Values - Task/Actions
Army Values - Performance
Competence - Task/Actions
Competence - Performance
Physical Fit - Task/Actions
Physical Fit - Performance
Leadership - Task/Actions
Leadership - Performance
Training - Task/Actions
Training - Performance
Responsibility - Task/Actions
Responsibility - Performance
Counseling Complete
Competence – Performance Summary
Enter the Rated Soldier's accomplishments relevant to Competence. If you need additional space, click ADD PAGE to add a continuation page within the wizard. For more information on continuation pages CLICK HERE
o Duty proficiency; MOS competency
o Technical & tactical; knowledge, skills, nd abilities
o Sound judgment
o Seeking self-improvement; always learn ng
o Accomplishing tasks to the fullest capa ity; committed to excellence
Document what the rated Soldier did throughout the rating period.
Can be updated continuously.
Rater reviews prior to transfer to evaluation and places most important items in the "visible" section.
Bullet Formatting Guidance
ADD PAGE

At least quarterly throughout & at the end of an evaluation peri (for an NCO) enters what the rated Soldier accomplished during the evaluation period. Raters can add a page if needed.

Performance sections alternate with Tasks/Action tabs on left.

Complete NCOER Counseling:

DA Form 2166-8-1 PAGE 1 of 2

NCOER COUNSELING AND SUPPORT FORM
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.

FOR OFFICIAL USE ONLY (FOUO)
SEE PRIVACY ACT STATEMENT IN AR 623-3.

PART I - ADMINISTRATIVE DATA

a. NAME (Last, First, Middle Initial)	b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC
CRAWFORD, ARLITA R.	111-11-1111	SGM	20050701	42A50

f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND	STATUS CODE	l. RATED NCO'S EMAIL ADDRESS (.gov or .mil)	m. UIC	n. CMD CODE	o. PSB CODE
USA HRC, MSD, TAG, 200 Stovall Street, Alexandria VA 22332-0442		[redacted]	W6ED24	SB	MD12

PART II - AUTHENTICATION

a. NAME OF RATER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER
SWICORD, JAN T.	222-22-2222	20061016	20070118		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT		RATER'S AKO EMAIL ADDRESS (.gov. or .mil)			
GS-14, ESO, MSD, TAGD, USA HRC Alex VA, Chief, Eval Systems Office		jan.swicord@us.army.mil			
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER
PICCIRILLI, GEORGE J.	333-33-3333	20070119	20070119		
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT		SENIOR RATER'S AKO EMAIL ADDRESS (.gov. or .mil)			
GS-15, MSD, TAGD, USA HRC, Alex VA, Chief, Management Support Division		george-piccirilli@us.army.mil			
c. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER
JONES, REUBEN	444-44-4444				
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT		REVIEWER'S AKO EMAIL ADDRESS (.gov. or .mil)			
COL(P), TAG, USA HRC Alexandria VA, The Adjutant General		reuben.jones@us.army.mil			
d. RATED NCO's INITIAL's		INITIAL	LATER	LATER	LATER
		20061019	20070119		

Admin Note: these dates are for demo purposes only.

With counseling completed rating officials and rated Soldier can CAC sign/initial the form. You don't have to counsel sitting next to a computer. Discuss performance and potential in a reasonable setting and individuals physically sign the form at the first opportunity thereafter. If there are problems getting to a computer, the rater can make notes internal to the form. Discussions about expectations and performance are important.

NCO-ER Tips

- Ensure counseling is happening
  - Spot Check Rater's checklist/record
- Best NCO receives 2 or 3 Excellence bullets, not 5-0 or 4-1 (success in PT)
- Justify Excellence Bullets - Tell the story …
- If you give a Success box check, say something - Don't leave it blank
- Ensure Junior Officers and NCOs know system
- Senior Rater Narrative - Focus on Performance + Potential
  - promotion, school and assignments
- Create Excellence Opportunities - Tell NCOs how to achieve excellence
- NCO-ER Quality Control - suggest using CSM

NCO-ER Inflation

• Reports received with all five ‘excellence’ marks (a ‘***max***’ report) have remained in the low 2% range since 1988. However, board after-action reports continually state:

-- too many NCO-ERs have ‘***unjustified***’ ***excellence*** marks - if there are no quantifiable accomplishments then the board considers it only a ***‘successful’*** rating.

-- too many NCOs are receiving ‘***Among the Best’*** ratings by the rater -- boards have difficulty determining rater’s intent.

-- too many senior raters do not address ***potential*** in their bullets -- tell the board who they should promote, the type of assignments best suitable for the rated NCO, and the schooling the NCO should attend.

OER

Evaluation System (Goals)

- Provide selection boards and personnel managers adequate information to make their decisions.

- Allow for field impact on selection of future leaders.
  - Opportunity to advance the “Best”
  - Establish Senior Rater Accountability
  - Confidence that others cannot inflate
  - Narratives focus on Quantitative Performance & Potential

- Enhance Leader Development
  - Focus on Officer Development at Company Grade Level
  - Basis in Army Values, Doctrine & Leadership
  - Emphasis on Counseling
  - Link with OPMS

- Link Performance to Mission

Bottom Line Up Front

- System is Working
- COM Report is not a Killer (COM report vs COM File)
- Counseling is the Key (DSF & SPT Form)
- System will be tweaked (enhanced) to keep up with current operational environment or anticipated future environment.
  - Enhancements for CPT, LT, CW2, WO1 effective 1 Oct 04
    - Expand use of Developmental Support Form to cover all officers in these ranks
    - No Part VIIb Senior Rater Box Check for officers in these ranks
  - Electronic Evaluation more efficient and greater visibility – start using “My Forms” on AKO.
  - SR “On Time Report” – measures how well your doing.
  - (future) Single Senior Rater Profile provides an assessment of all officers’ potential, regardless of component.
- You are responsible for knowing ”how the system works”.

OER System Update

- Board feedback continues to be extremely positive
- Issues remain:
  - Developmental Counseling is Critical
  - Concern/Fear with OER Enhancements
  - Concern over fear of Center of Mass; dissipating based on:
    - Board Results
    - Field feedback from ARI, HRC, IG
  - Senior raters need to develop a “Rating Philosophy” and consider communicating it to rated officers.
- AC OER’s must at HRC within 90 days from the thru date.

General Observations: What's Important to Board Members?

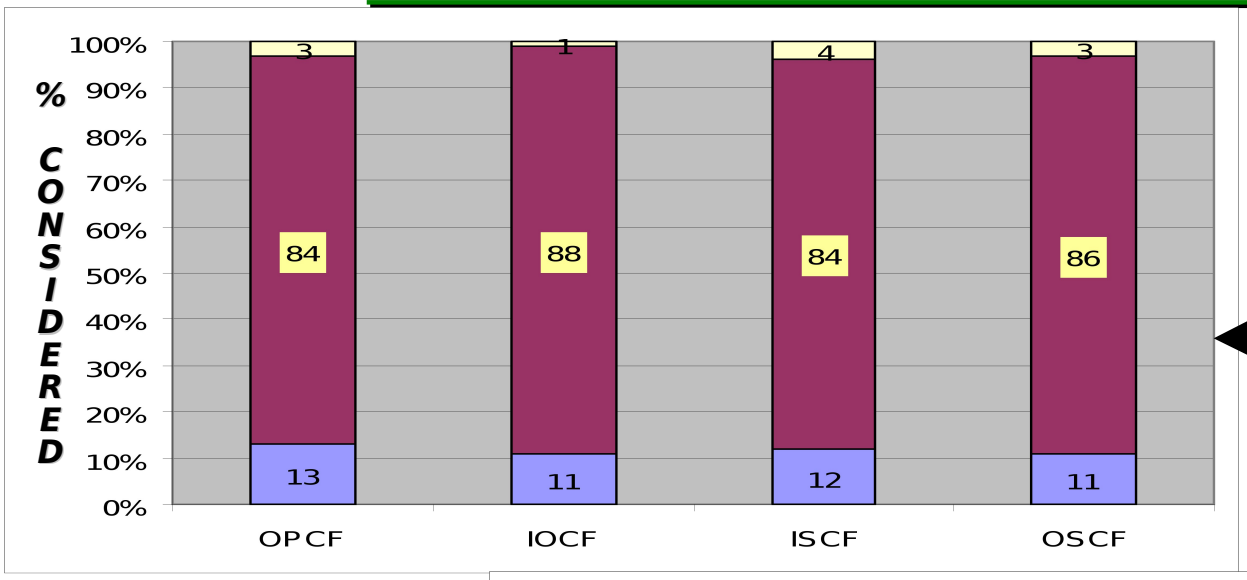
- Senior Rater Narrative
- Senior Rater Label
- Duty Description

Recent Board Trends - OER

- The best rater and senior rater narratives:
  - ✓ Are short; tell a simple story about the quality of officer being evaluated; focus on potential 3-5 years out (promotions, command, school, & assignments.)
  - ✓Quantify officer's value relative to peers and do so in concert with senior rater box check. Critical for "no box check" OERs.
- Many OER narratives are internally inconsistent:
  - ✓ Quantifying (e.g. "top 2% of my captains") with a small population.
  - ✓ Stating "the best ever"; having 10 in the population, 50 in the profile and a COM label.
- Some phrases and clichés are counterproductive or overused. Examples:
  - ✓ Stellar, hit the ground running.
  - ✓ Consummate, unlimited potential.
- Officers are missing photographs.
- Not all officers are reviewing their files (should use "My

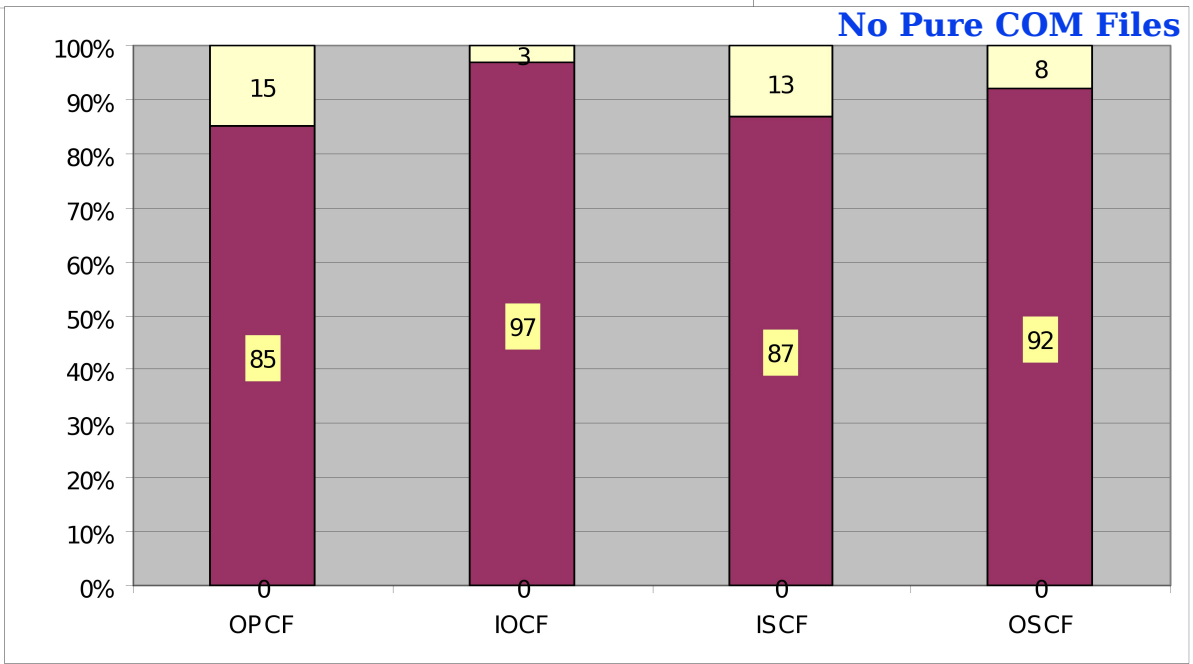
Today's OER is Achieving Its Purpose

Selection Board Trends



FY06 Lieutenant Colonel's Board

FY06 Colonel's Board



HQDA Labels

- Pure ACOM
- Mix
- Pure COM

As of 19 Oct 06

LTC, Army Board Feedback

Recessed March 2006

Operations

(Avg.8.0 per file) (Selected 1160 w/ 67-9)

- 93.3% had at least one COM in their file
- 76.0% had two or more COM in their file
- 60.7% had three or more COM in their file
- 44.8% had four or more COM in their file
- 32.7% had five or more COM in their file
- 6.7% had pure ACOM in their file
- 53% of officers with OERs in branch qualifying positions had one or more COM in those positions

Operational Support

(Avg. 7 per file) (Selected 223 w/ 67-9)

- 95.1% had at least one COM in their file
- 83.4% had two or more COM in their file
- 63.7% had three or more COM in their file
- 40.4% had four or more COM in their file
- 21.5% had five or more COM in their file
- 4.9% had pure ACOM in their file

Institutional Support

(Avg. 8 per file) (Selected 139 w/ 67-9)

- 97.8% had at least one COM in their file
- 83.5% had two or more COM in their file
- 64.7% had three or more COM in their file
- 48.2% had four or more COM in their file
- 31.7% had five or more COM in their file
- 2.2% had pure ACOM in their file

Information Operations

(Avg.8 per file) (Selected 122 w/ 67-9)

- 96.7% had at least one COM in their file
- 86.1% had two or more COM in their file
- 73.0% had three or more COM in their file
- 54.1% had four or more COM in their file
- 36.9% had five or more COM in their file
- 3.3% had pure ACOM in their file

* Branch qualifying positions (type and number) in OPCHRVary by branch; calculations are as "close as possible."

As of 19 Oct 06

COL, Army Board Feedback

Recessed Aug 06

Operations

(Avg. 8.84 per file) (Selected 391 w/ 67-9)

– 85.1% Selects had at least one COM

– 61.3% Selects had two or more COM

– 37.9% had 3 or more COM in their file.

– 49.0% had least one COM in a BQ position

Institutional Support

(Avg. 7.8 per file) (Selected 30 w/ 67-9)

– Average 2.2 BQ OER in file

– 86.7% Selects had at least one COM

– 66.7% Selects had two or more COM

– 46.7% had 3 or more COM in their file.

Operational Support

(Avg. 8.5 per file) (Selected 62 w/ 67-9)

– 91.9% Selects had at least one COM

– 85.5% Selects had two or more COM

– 38.7% had 3 or more COM in their file.

Information Operations

(Avg. 8.57 per file) (Selected 30 w/ 67-9)

– 96.7% Selects had at least one COM

– 83.3% Selects had two or more COM

– 33.3% had 3 or more COM in their file.

LTC BN CMD Board Feedback

LTC CA BN CMD

188 Selected Primary List

- 80.3% had at least one COM
- 34.6% had two or more COM
- 14.9% had three or more COM
- 25.0% had at least one COM in a Branch Qualifying OER

235 Selected Alternate List

- 98.3% had at least one COM
- 79.5% had at least two COM
- 52.1% had three or more COM

LTC CSA BN CMD

83 Selected Primary List

- 79.5% had at least one 67-9 COM
- 45.8% had two or more 67-9 COM
- 25.3% had three or more COM
- 41.0% had at least one COM in a Branch Qualifying OER

107 Selected Alternate List

- 97.2% had at least one COM
- 83.2% had at least two COM
- 63.6% had three or more COM

LTC CSS BN CMD

92 Selected Primary List

- 77.2% had at least one COM
- 55.4% had two or more COM
- 33.7% had three or more COM
- 38.0% had at least one 67-9 COM Branch Qualifying OER

132 Selected Alternate List

- 97.7% had at least one COM
- 90.2% had at least two COM
- 69.7% had three or more COM

- Average number of 67-9 per file:8.5
- BQ positions (type and number) vary by branch; calculations as “close as possible”

As of 12 Apr 07

BDE CMD Board Feedback

COL CA BDE CMD - Recessed Jan 07 (Avg # per file: 8.8)

21 Selected Primary List

- 61.9% had at least one COM
- 33.3% had two or more COM
- 19.0% had at least one COM Bn Cmd OER

65 Selected Alternate List:

- 83.1% had at least one COM
- 60.0% had at least two COM

86 Selected Primary and Alternate lists

- 77.9% had at least one COM
- 53.5% had two or more COM

COL CSA BDE CMD - Recessed Jan 07 (Avg # per file: 8.9)

67 Selected Primary List

- 65.7% had at least one COM
- 35.8% had two or more COM
- 22.4% had at least one COM Bn Cmd OER

178 Selected Alternate List

- 90.4% had at least one COM
- 66.9% had at least two COM

245 Selected Primary and Alternate lists

- 83.7% had at least one COM
- 58.4% had at least two COM

COL CSS BDE CMD - Recessed Jan 07 (Avg # per file: 8.9)

32 Selected Primary List

- 59.4% had at least one COM
- 18.8% had two or more COM
- 18.8% had at least one COM Bn Cmd OER

99 Selected Alternate List

- 96.0% had at least one COM
- 64.6% had at least two COM

131 Selected Primary and Alternate lists

- 87.0 had at least one 67-9 COM
- 53.4% had at least two 67-9 COM

Rater Tips

Rater has primary responsibility for counseling / mentoring.

- Pass Support Form 2 levels down; require subordinates' support forms in return.
- Set aside time to Coach/Counsel… *Get Involved w/ DSF Do it Early!*
- Enforce DSF (DA Form 67-9-1a) -- Are there tasks/Is there counseling?
- Learn/understand OPMS – DA PAM 600-3
- Notify other rating officials when you initiate a report
  - Include suspense to HQDA
- Narrative focuses on specific, quantifiable performance –
  - *What an officer did and how well!*
  - *Quantify and Qualify Performance and Potential*
- Emphasize potential for the near term
  - 3-5 years, command, assignment, school and promotion
- Advocate your best to senior rater –
  - *Remember senior rater is limited to the number of ACOM*

OER Support Form - DA Form 67-9-1

ADDED

PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

MANDATORY RATER / RATED OFFICER INITIAL FACE-TO FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON _____ (Date) Rated Officer Initials _____ Rater Initials _____ Senior Rater Initials _____ (Review)

PERIODIC RATER / RATED OFFICER FOLLOW-UP FACE-TO-FACE COUNSELINGS:

Dates _____ Rated Officer Initials _____ Rater Initials _____ Senior Rater Initials _____

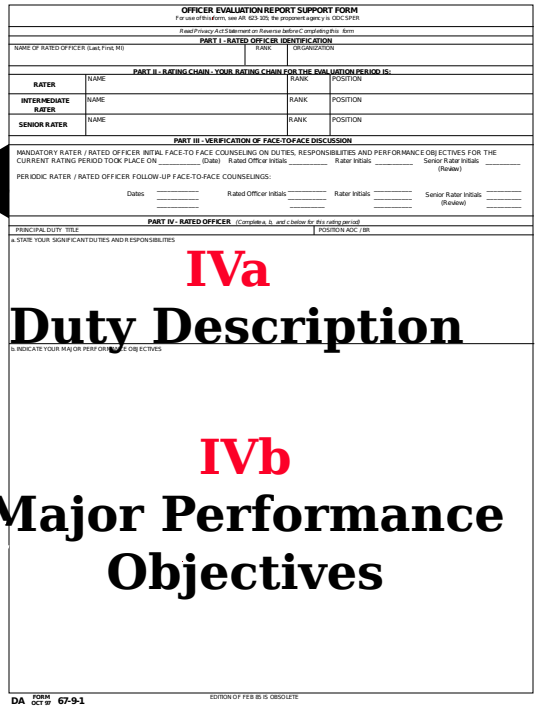
NEW

SUPPORTS:

Objective Setting

Counseling

Rated Officer Feedback



OFFICER EVALUATION REPORT SUPPORT FORM

For use of this form, see AR 623-105; the proponent agency is DDCSPER

Read Privacy Act Statement on Reverse before Completing this form

PART I - RATED OFFICER IDENTIFICATION

NAME OF RATED OFFICER (Last, First, MI) | RANK | ORGANIZATION

PART II - RATING CHAIN - YOUR RATING CHAIN FOR THE EVALUATION PERIOD IS:

	NAME	RANK	POSITION
RATER			
INTERMEDIATE RATER			
SENIOR RATER			

PART III - VERIFICATION OF FACE-TO-FACE DISCUSSION

MANDATORY RATER / RATED OFFICER INITIAL FACE-TO FACE COUNSELING ON DUTIES, RESPONSIBILITIES AND PERFORMANCE OBJECTIVES FOR THE CURRENT RATING PERIOD TOOK PLACE ON _____ (Date) Rated Officer Initials _____ Rater Initials _____ Senior Rater Initials _____ (Review)

PERIODIC RATER / RATED OFFICER FOLLOW-UP FACE-TO-FACE COUNSELINGS:

Dates _____ Rated Officer Initials _____ Rater Initials _____ Senior Rater Initials _____ (Review)

PART IV - RATED OFFICER (Complete a, b, and c below for this rating period)

PRINCIPAL DUTY TITLE | POSITION ADC / BR

a. STATE YOUR SIGNIFICANT DUTIES AND RESPONSIBILITIES

IVa

Duty Description

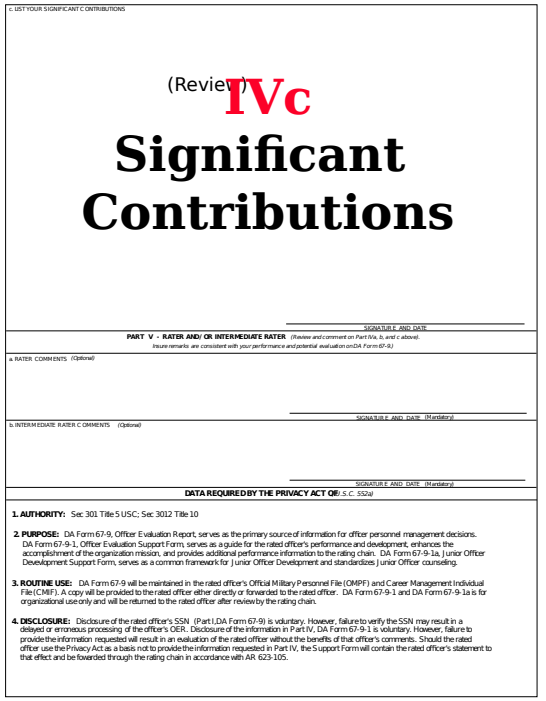
b. INDICATE YOUR MAJOR PERFORMANCE OBJECTIVES

IVb

Major Performance Objectives

DA FORM OCT 97 67-9-1 EDITION OF FEB 85 IS OBSOLETE

(FRONT)



c. LIST YOUR SIGNIFICANT CONTRIBUTIONS

(Review)

IVc

Significant Contributions

SIGNATURE AND DATE

PART V - RATER AND/ OR INTERMEDIATE RATER (Review and comment on Part IVa, b, and c above). Insure remarks are consistent with your performance and potential evaluation on DA Form 67-9.

a. RATER COMMENTS (Optional)

SIGNATURE AND DATE (Mandatory)

b. INTERMEDIATE RATER COMMENTS (Optional)

SIGNATURE AND DATE (Mandatory)

DATA REQUIRED BY THE PRIVACY ACT OF 5 U.S.C. 552a

1. **AUTHORITY:** Sec 301 Title 5 USC; Sec 3012 Title 10

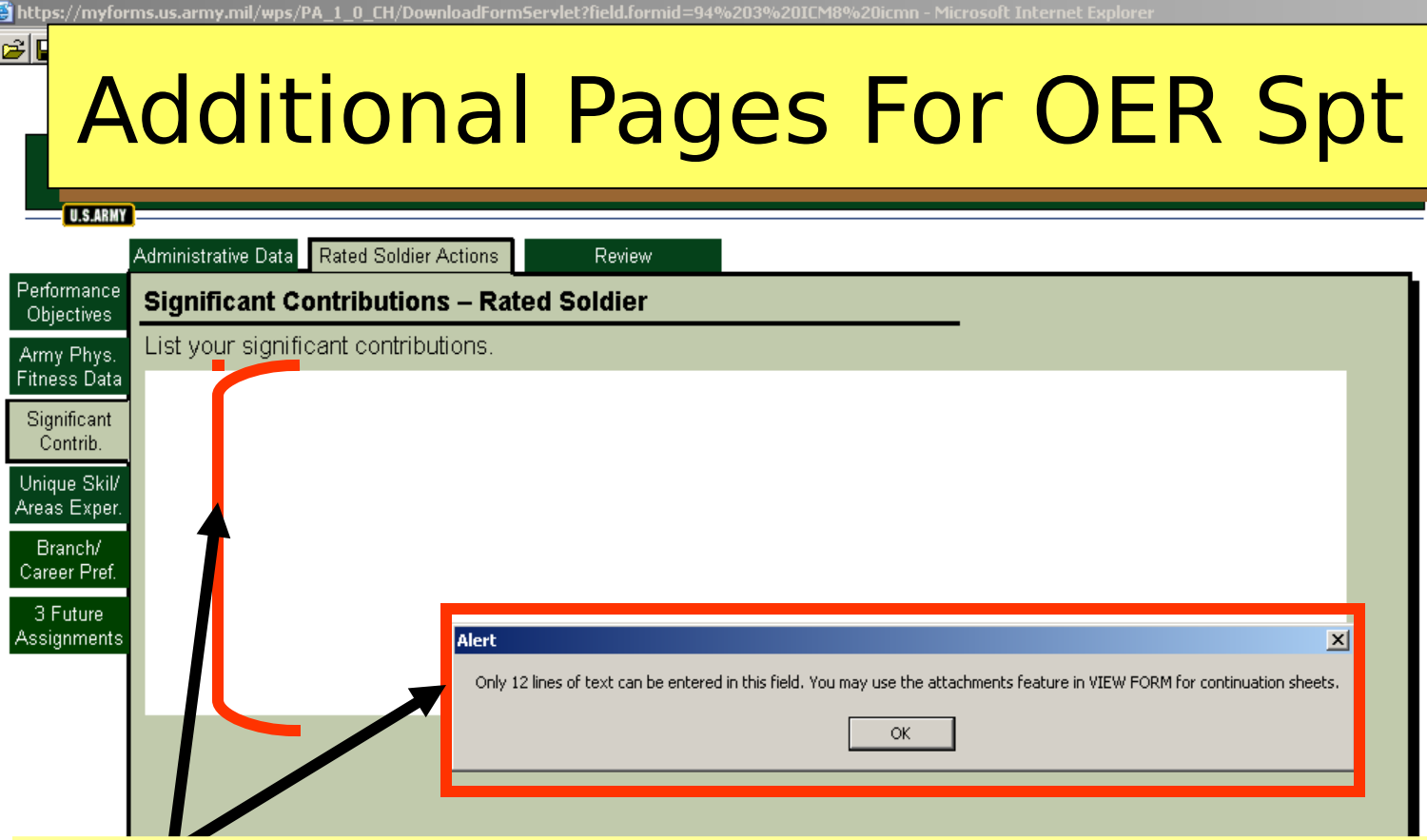
2. **PURPOSE:** DA Form 67-9, Officer Evaluation Report, serves as the primary source of information for officer personnel management decisions. DA Form 67-9-1, Officer Evaluation Support Form, serves as a guide for the rated officer's performance and development, enhances the accomplishment of the organization mission, and provides additional performance information to the rating chain. DA Form 67-9-1a, Junior Officer Development Support Form, serves as a common framework for Junior Officer Development and standardizes Junior Officer counseling.

3. **ROUTINE USE:** DA Form 67-9 will be maintained in the rated officer's Official Military Personnel File (OMPF) and Career Management Individual File (CMIF). A copy will be provided to the rated officer either directly or forwarded to the rated officer. DA Form 67-9-1 and DA Form 67-9-1a is for organizational use only and will be returned to the rated officer after review by the rating chain.

4. **DISCLOSURE:** Disclosure of the rated officer's SSN (Part I,DA Form 67-9) is voluntary. However, failure to verify the SSN may result in a delayed or erroneous processing of the officer's OER. Disclosure of the information in Part IV, DA Form 67-9-1 is voluntary. However, failure to provide the information requested will result in an evaluation of the rated officer without the benefits of that officer's comments. Should the rated officer use the Privacy Act as a basis not to provide the information requested in Part IV, the Support Form will contain the rated officer's statement to that effect and be forwarded through the rating chain in accordance with AR 623-105.

(REVERSE)

Additional Pages For OER Spt Form:


https://myforms.us.army.mil/wps/PA_1_0_CH/DownloadFormServlet?field.formid=94%203%20ICM8%20icmn - Microsoft Internet Explorer
U.S.ARMY
Administrative Data
Rated Soldier Actions
Review
Performance Objectives
Army Phys. Fitness Data
Significant Contrib.
Unique Skil/ Areas Exper.
Branch/ Career Pref.
3 Future Assignments
Significant Contributions – Rated Soldier
List your significant contributions.
Alert
Only 12 lines of text can be entered in this field. You may use the attachments feature in VIEW FORM for continuation sheets.
OK

OER support forms limit text but allows for attachments to document rated officer's accomplishments. Only text visible on the support form itself will transfer to the evaluation automatically. As the support form should accompany the final evaluation during it's preparation the rating officials should review the support form in its entirety (to include the attached pages) to glean relevant information for the final assessment.

FYI: We deliberately limited the space on the support form to that which is available on a final evaluation so this transfer action would not randomly truncate information.

Developmental Support Form - Part III

PART III. DEVELOPMENTAL ACTION

PART III - DEVELOPMENTAL ACTION PLAN Development tasks that target major performance objectives on the DA Form 67-9-1 (See FM 22-100, PART THREE)

INFLUENCING: Communicating, Decision Making, Motivating

COMMUNICATING: Articulates written and oral ideas/concepts clearly and concisely. Message received equals message sent. Displays effective listening skills.

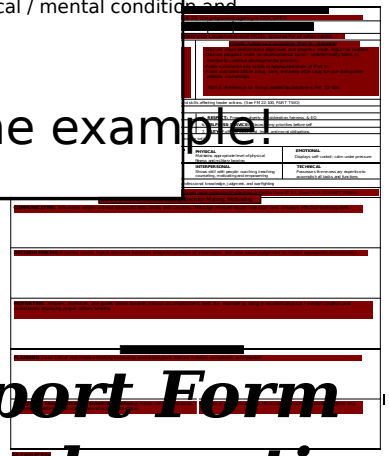
(1) Provide an oral OPORD brief to CO/XO during FTX in April.

DECISION MAKING: Reaches sound, logical decisions based on analysis/synthesis of information, and uses sound judgment to choose appropriate alternative(s).

(7) Facilitate a discussion on the ethical decision making during June OPD.

MOTIVATING: Inspires, motivates, and guides others towards mission accomplishment. Sets the example by being in excellent physical / mental condition and consistently displaying proper military bearing.

(3,6) Lead Platoon PT every Monday in April- set the example!



- ***Target performance objectives on Support Form***
- ***At least <u>one developmental task per leader action</u>***
- ***Tasks should be specific, measurable, and achieval***

Developmental Support Form – Parts IV and V

PART IV.

PART IV - VERIFICATION: Rater initials _____ Rated officer initials Date _____ senior rater initials

PART V. DEVELOPMENTAL ASSESSMENT

PART V - DEVELOPMENTAL ASSESSMENT RECORD. Summary of key points made during follow-up counselings. Highlight progress and strengths observed as well as developmental needs across values, attributes, skills, and actions.

1st Assessment Key Points

participative

candid

NOT A RATING!!

constructive

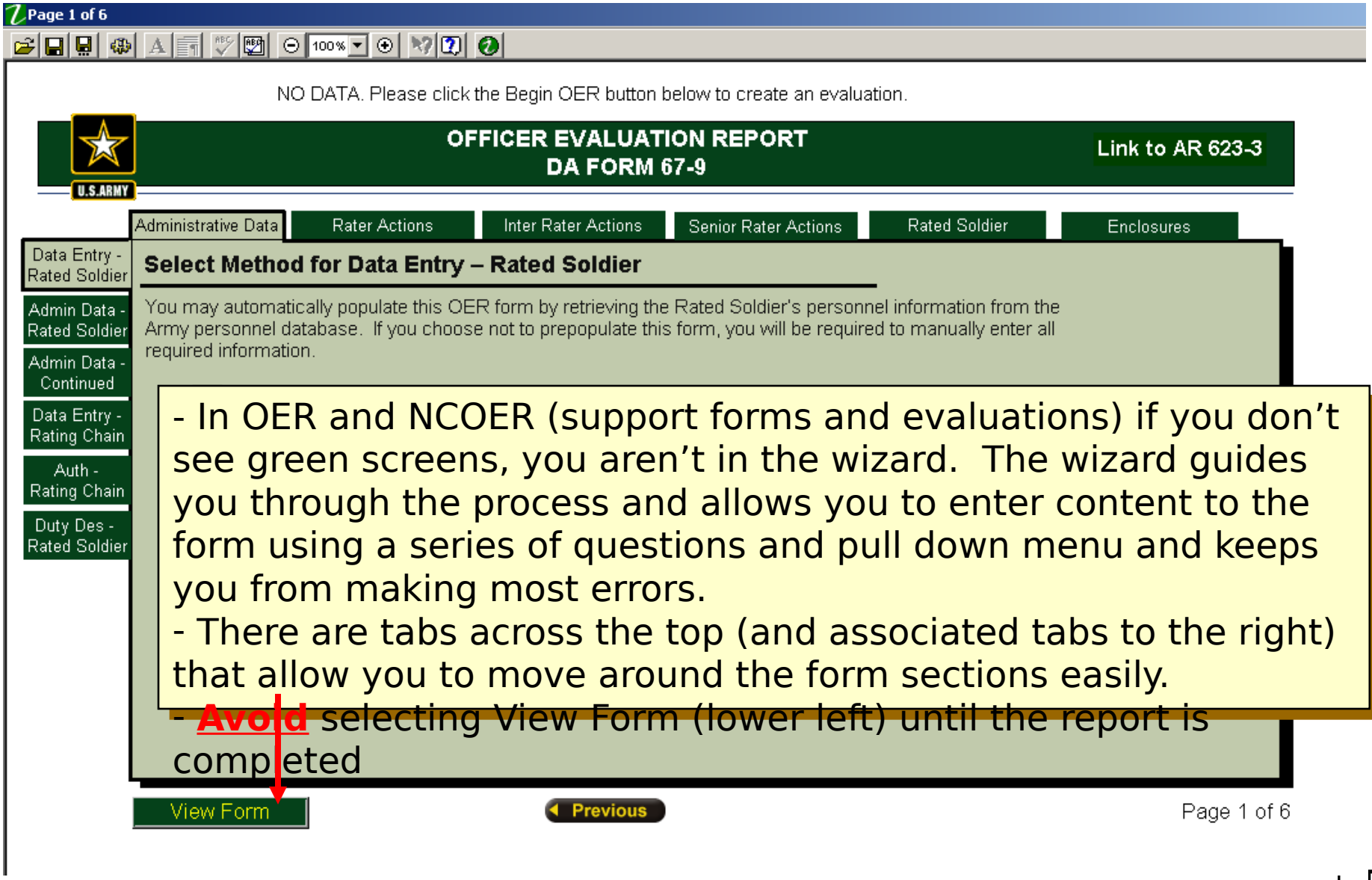
positive

Rated officer initials _____ Rater initials _____ Date _____

Summary of key points

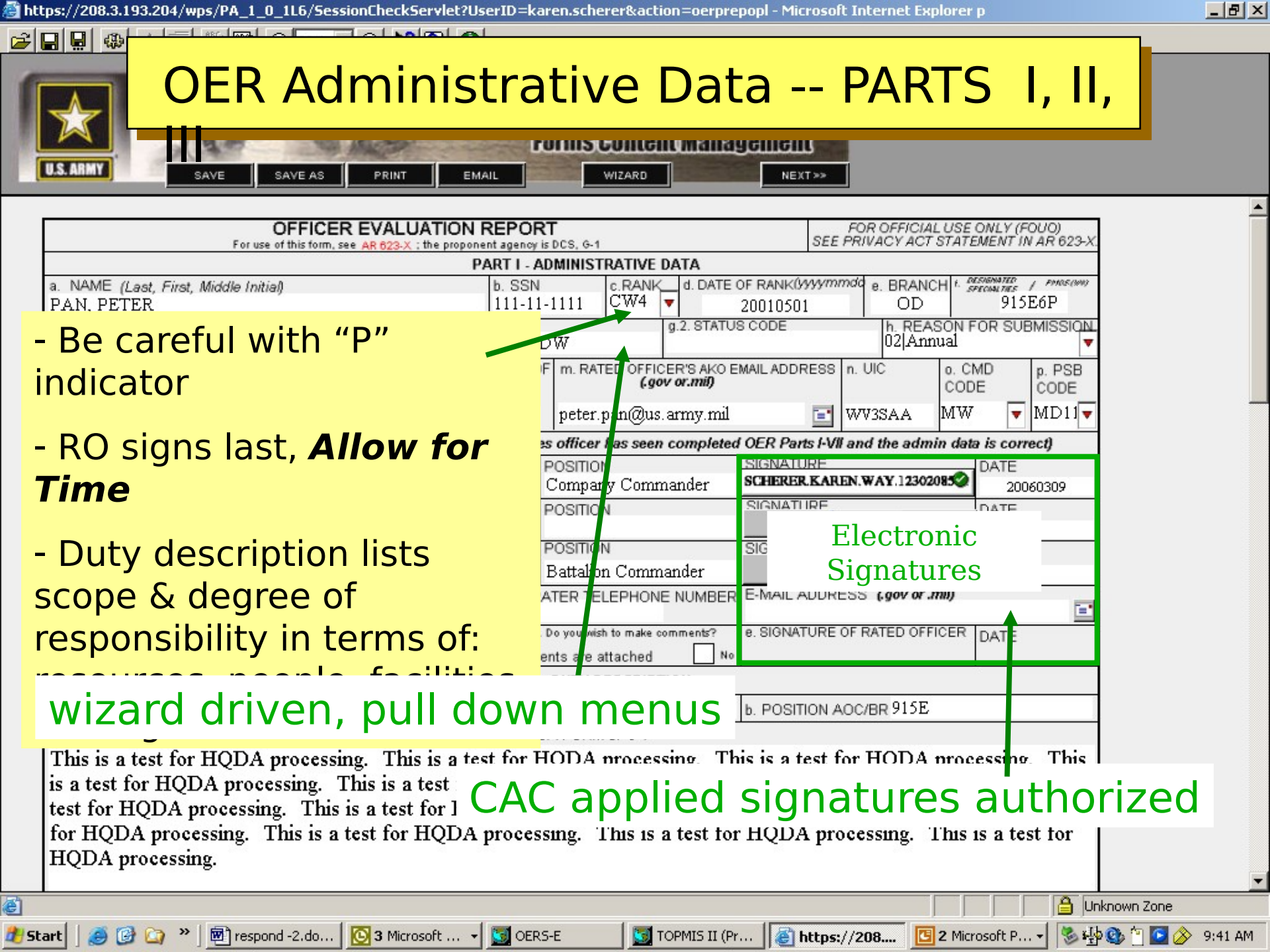
-- discussion of values, attributes, skills
-- progress on developmental tasks and focus
-- noted strengths
-- further needs for focus/improvement
-- rater/rated officer initials and date of counseling

This is an evaluation wizard form …


Page 1 of 6
100%
NO DATA. Please click the Begin OER button below to create an evaluation.
U.S.ARMY
OFFICER EVALUATION REPORT
DA FORM 67-9
Link to AR 623-3
Administrative Data
Rater Actions
Inter Rater Actions
Senior Rater Actions
Rated Soldier
Enclosures
Data Entry - Rated Soldier
Admin Data - Rated Soldier
Admin Data - Continued
Data Entry - Rating Chain
Auth - Rating Chain
Duty Des - Rated Soldier
Select Method for Data Entry – Rated Soldier
You may automatically populate this OER form by retrieving the Rated Soldier's personnel information from the Army personnel database. If you choose not to prepopulate this form, you will be required to manually enter all required information.
View Form
Previous
Page 1 of 6

- In OER and NCOER (support forms and evaluations) if you don't see green screens, you aren't in the wizard. The wizard guides you through the process and allows you to enter content to the form using a series of questions and pull down menu and keeps you from making most errors.
- There are tabs across the top (and associated tabs to the right) that allow you to move around the form sections easily.
- **Avoid** selecting View Form (lower left) until the report is completed

OER Administrative Data -- PARTS I, II, III


https://208.3.193.204/wps/PA_1_0_1L6/SessionCheckServlet?UserID=karen.scherer&action=oerprepopl - Microsoft Internet Explorer p
U.S. ARMY
SAVE
SAVE AS
PRINT
EMAIL
WIZARD
NEXT >>
OFFICER EVALUATION REPORT
For use of this form, see AR 623-X ; the proponent agency is DCS, G-1
FOR OFFICIAL USE ONLY (FOUO)
SEE PRIVACY ACT STATEMENT IN AR 623-X
PART I - ADMINISTRATIVE DATA
a. NAME (Last, First, Middle Initial)
PAN, PETER
b. SSN
111-11-1111
c. RANK
CW4
d. DATE OF RANK(YYYYMMDD)
20010501
e. BRANCH
OD
f. DESIGNATED SPECIALTIES / PMOS(MI)
915E6P
g.2. STATUS CODE
h. REASON FOR SUBMISSION
02|Annual
m. RATED OFFICER'S AKO EMAIL ADDRESS (.gov or.mil)
peter.pan@us.army.mil
n. UIC
WW3SAA
o. CMD CODE
MW
p. PSB CODE
MD11
POSITION
Company Commander
SIGNATURE
SCHERER.KAREN.WAY.1230208
DATE
20060309
POSITION
Battalion Commander
E-MAIL ADDRESS (.gov or .mil)
e. SIGNATURE OF RATED OFFICER
DATE
b. POSITION AOC/BR 915E
This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing. This is a test for HQDA processing.

- Be careful with “P” indicator
- RO signs last, ***Allow for Time***
- Duty description lists scope & degree of responsibility in terms of: resources, people, facilities

Electronic Signatures

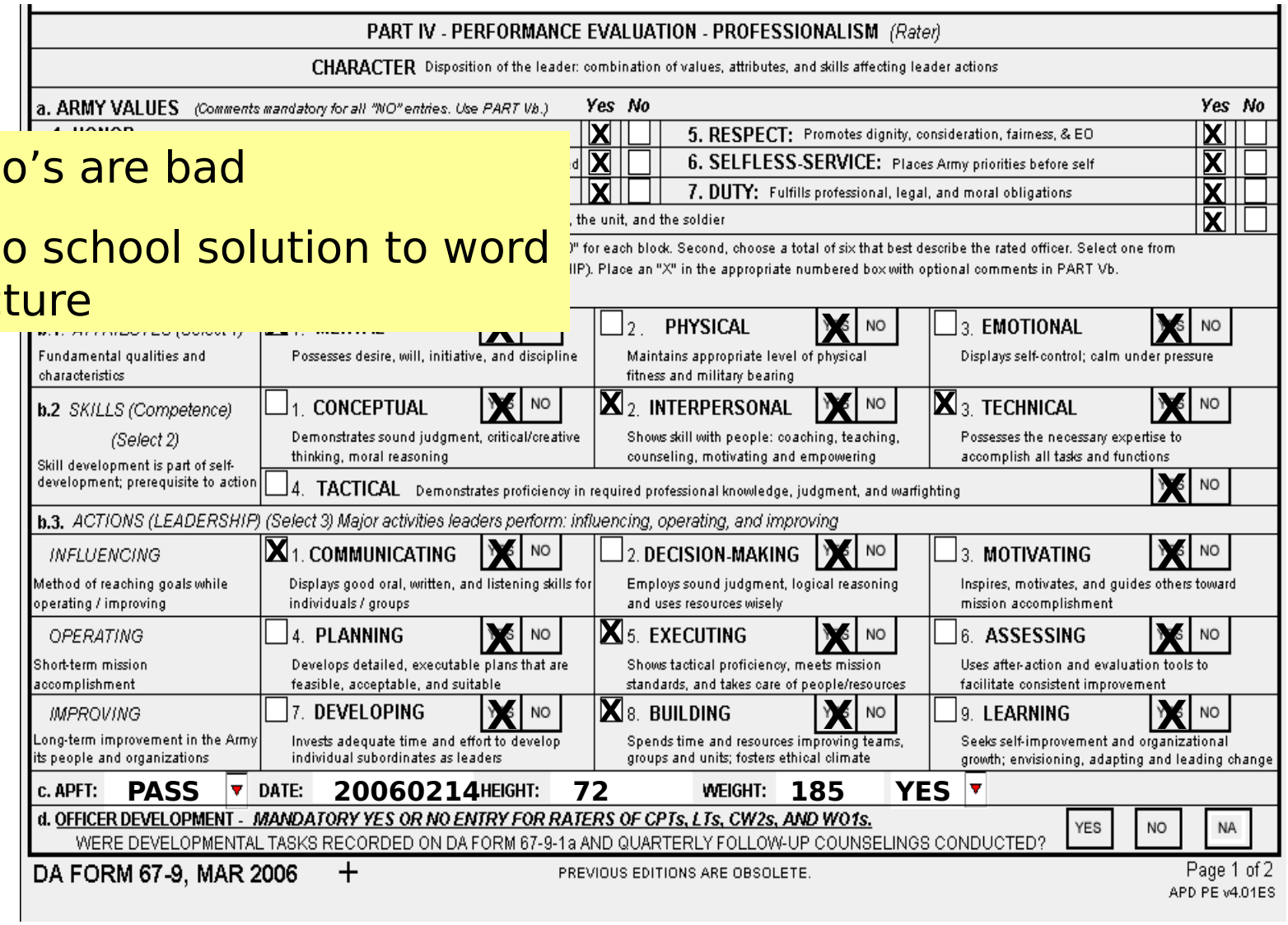
wizard driven, pull down menus

CAC applied signatures authorized

Professionalism – Part IV

- No's are bad

- No school solution to word picture



PART IV - PERFORMANCE EVALUATION - PROFESSIONALISM *(Rater)*

CHARACTER Disposition of the leader: combination of values, attributes, and skills affecting leader actions

a. ARMY VALUES *(Comments mandatory for all "NO" entries. Use PART Vb.)*	Yes	No		Yes	No
	X		5. RESPECT: Promotes dignity, consideration, fairness, & EO	X	
	X		6. SELFLESS-SERVICE: Places Army priorities before self	X	
	X		7. DUTY: Fulfills professional, legal, and moral obligations	X	
			, the unit, and the soldier	X	

)" for each block. Second, choose a total of six that best describe the rated officer. Select one from IIP). Place an "X" in the appropriate numbered box with optional comments in PART Vb.

Fundamental qualities and characteristics	Possesses desire, will, initiative, and discipline	2. PHYSICAL — Maintains appropriate level of physical fitness and military bearing	3. EMOTIONAL — Displays self-control; calm under pressure
b.2 *SKILLS (Competence)* *(Select 2)* Skill development is part of self-development; prerequisite to action	1. CONCEPTUAL — Demonstrates sound judgment, critical/creative thinking, moral reasoning	2. INTERPERSONAL — Shows skill with people: coaching, teaching, counseling, motivating and empowering	3. TECHNICAL — Possesses the necessary expertise to accomplish all tasks and functions
	4. TACTICAL — Demonstrates proficiency in required professional knowledge, judgment, and warfighting		
b.3. *ACTIONS (LEADERSHIP) (Select 3) Major activities leaders perform: influencing, operating, and improving*			
INFLUENCING Method of reaching goals while operating / improving	1. COMMUNICATING — Displays good oral, written, and listening skills for individuals / groups	2. DECISION-MAKING — Employs sound judgment, logical reasoning and uses resources wisely	3. MOTIVATING — Inspires, motivates, and guides others toward mission accomplishment
OPERATING Short-term mission accomplishment	4. PLANNING — Develops detailed, executable plans that are feasible, acceptable, and suitable	5. EXECUTING — Shows tactical proficiency, meets mission standards, and takes care of people/resources	6. ASSESSING — Uses after-action and evaluation tools to facilitate consistent improvement
IMPROVING Long-term improvement in the Army its people and organizations	7. DEVELOPING — Invests adequate time and effort to develop individual subordinates as leaders	8. BUILDING — Spends time and resources improving teams, groups and units; fosters ethical climate	9. LEARNING — Seeks self-improvement and organizational growth; envisioning, adapting and leading change

c. APFT: PASS DATE: 20060214 HEIGHT: 72 WEIGHT: 185 YES

d. OFFICER DEVELOPMENT - *MANDATORY YES OR NO ENTRY FOR RATERS OF CPTs, LTs, CW2s, AND WO1s.*
WERE DEVELOPMENTAL TASKS RECORDED ON DA FORM 67-9-1a AND QUARTERLY FOLLOW-UP COUNSELINGS CONDUCTED? YES NO NA

DA FORM 67-9, MAR 2006 + PREVIOUS EDITIONS ARE OBSOLETE. Page 1 of 2
APD PE v4.01ES

Rater and Intermediate Rater Evaluations - Parts V & VI

Va

PART V - PERFORMANCE AND POTENTIAL EVALUATION *(Rater)*

a. EVALUATE THE RATED OFFICER'S PERFORMANCE DURING THE RATING PERIOD AND HIS/HER POTENTIAL FOR PROMOTION

☐ **OUTSTANDING PERFORMANCE, MUST PROMOTE** ☐ **SATISFACTORY PERFORMANCE, PROMOTE** ☐ **UNSATISFACTORY PERFORMANCE, DO NOT PROMOTE** ☐ **OTHER** *(Explain)*

b. COMMENT ON SPECIFIC ASPECTS OF THE PERFORMANCE, REFER TO PART III, DA FORM 67-9 AND PART IVa, b, AND PART Vb, DA FORM 67-9-1.

Vb – Rater Narrative on Performance

c. COMMENT ON POTENTIAL FOR PROMOTION.

Vc – Rater Narrative on Potential

Rater's narrative separated into distinct sections.

d. IDENTIFY ANY UNIQUE PROFESSIONAL SKILLS OR AREAS OF EXPERTISE OF VALUE TO THE ARMY THAT THIS OFFICER POSSESSES. FOR ARMY COMPETITIVE CATEGORY CPT ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE. (or: FUNCTIONAL CATEGORY, form dependant)

Vd

Optional: Unique Professional Skills/Expertise

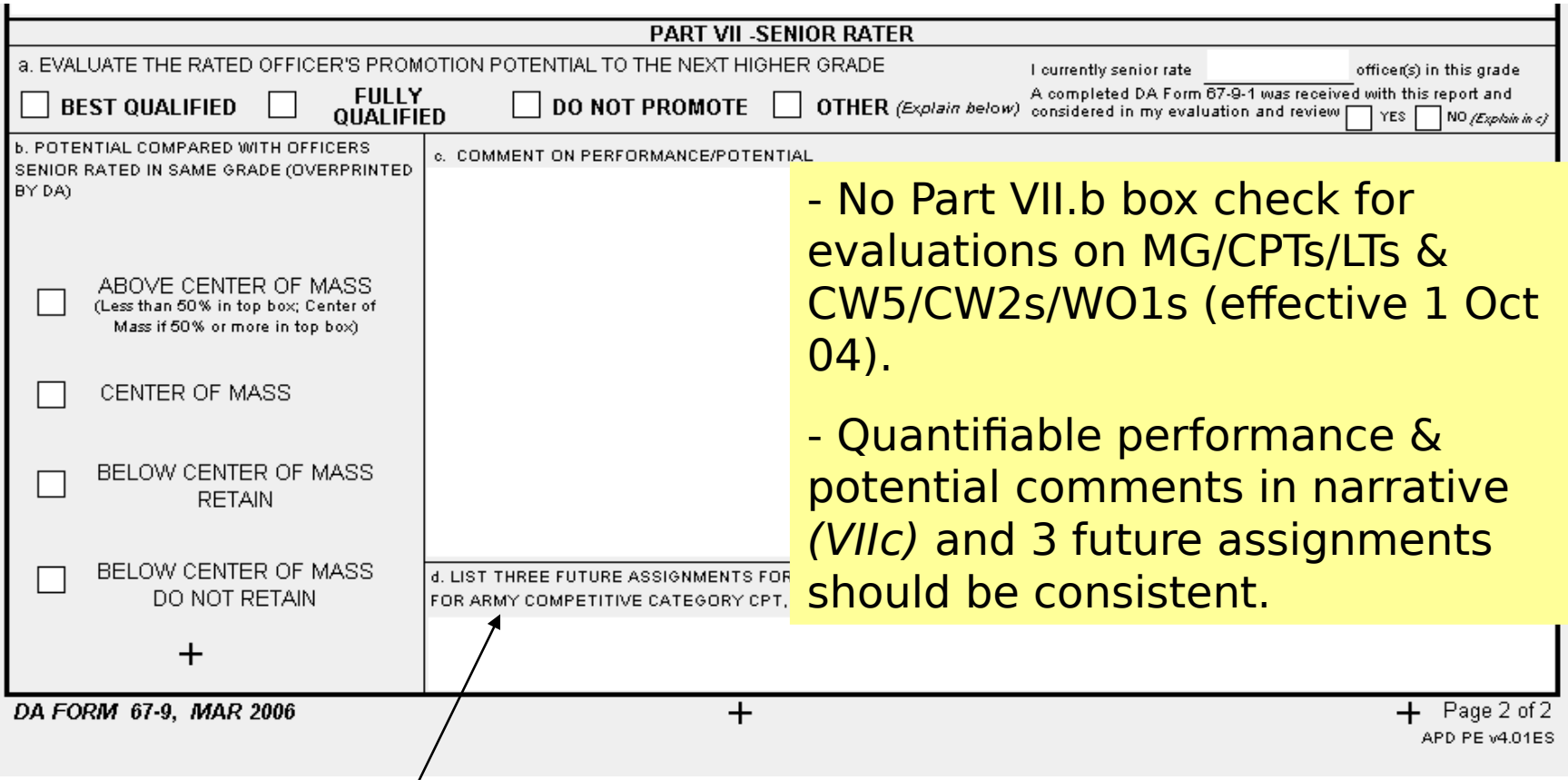
Mandatory for ACC CPT only: Functional Category Recommendation (Would serve Army best

PART VI - INTERMEDIATE RATER

VI – Intermediate Rater Narrative

In wizard OER: pull down menus will only show for CPT reports.

Senior Rater's Section - Part VII



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

☐ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

I currently senior rate _____ officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☐ YES ☐ NO *(Explain in c)*

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

☐ ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)

☐ CENTER OF MASS

☐ BELOW CENTER OF MASS RETAIN

☐ BELOW CENTER OF MASS DO NOT RETAIN

c. COMMENT ON PERFORMANCE/POTENTIAL

d. LIST THREE FUTURE ASSIGNMENTS FOR FOR ARMY COMPETITIVE CATEGORY CPT.

DA FORM 67-9, MAR 2006

Page 2 of 2

APD PE v4.01ES

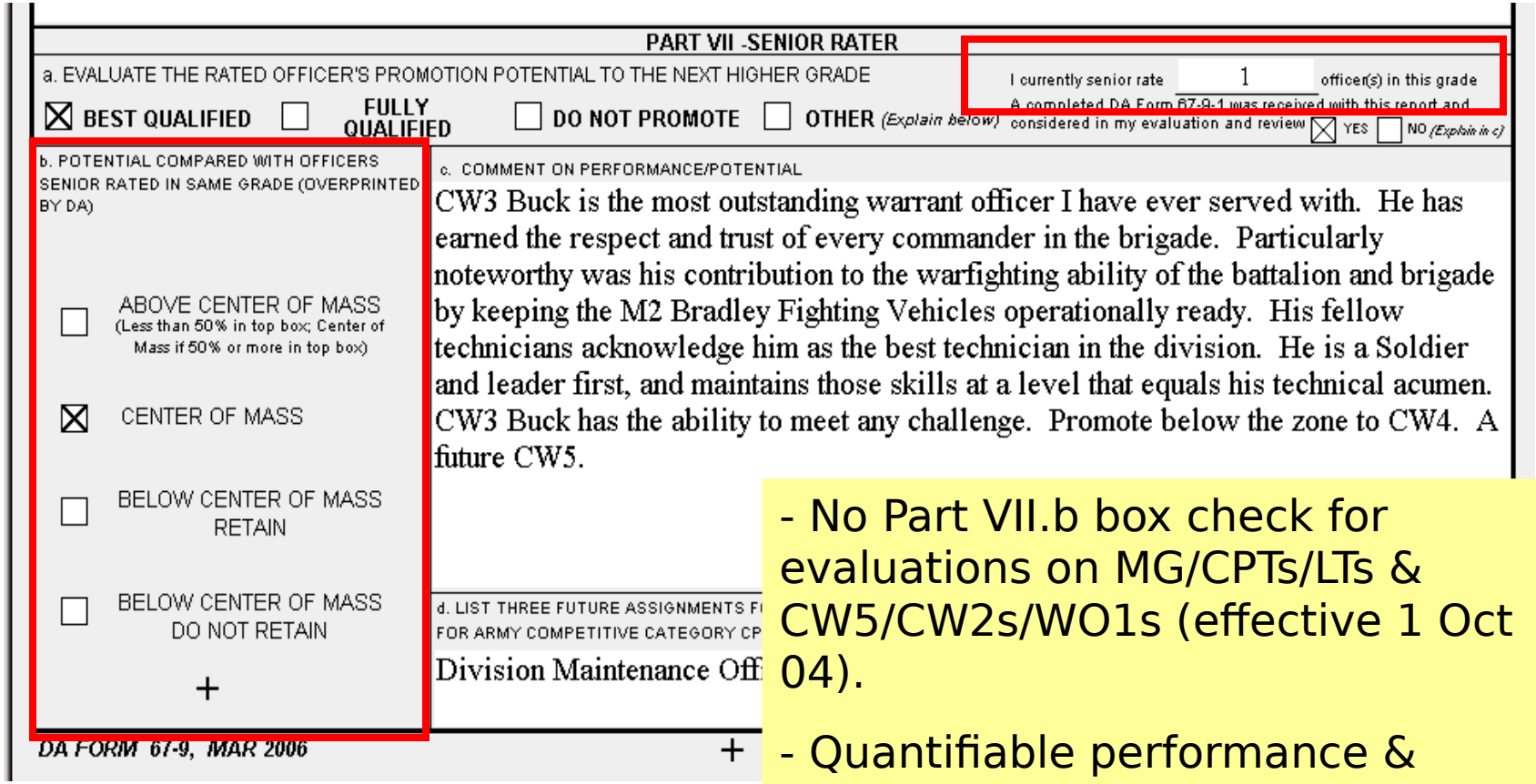
- No Part VII.b box check for evaluations on MG/CPTs/LTs & CW5/CW2s/WO1s (effective 1 Oct 04).

- Quantifiable performance & potential comments in narrative *(VIIc)* and 3 future assignments should be consistent.

In wizard OER: pull down menus for recommendations only show for CPT repo

Profile Consolidation & DA Form 67-9

Consolidation of the senior rater profile impacts Part VII.b box check and the Part VII.a answer to “I currently senior rate (#) officers in this grade.”



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 1 officer(s) in this grade

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO *(Explain in c)*

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

☐ ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)

☒ CENTER OF MASS

☐ BELOW CENTER OF MASS RETAIN

☐ BELOW CENTER OF MASS DO NOT RETAIN

+

c. COMMENT ON PERFORMANCE/POTENTIAL

CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a Soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.

d. LIST THREE FUTURE ASSIGNMENTS F
FOR ARMY COMPETITIVE CATEGORY CP

Division Maintenance Off

DA FORM 67-9, MAR 2006 +

- No Part VII.b box check for evaluations on MG/CPTs/LTs & CW5/CW2s/WO1s (effective 1 Oct 04).

- Quantifiable performance & potential comments in narrative *(VIIc)* and 3 future assignments

Senior Rater Tips

- Watch DSF, approve tasks/monitor: Is there developmental counseling?

  *Effective 1 October 2004, Mandatory Use of DA Form 67-1-1a. for Raters of CPT, LT, CW2, WO1
- Pass Support Form 2 levels down; lead by example.
- Require Support Forms from subordinates.
- Guide the rater if necessary.
- Focus on potential (3 to 5 years; command, assignment, schooling and promotion).
- Develop/consider discussing your OER philosophy with your officers.
- Counsel; performance, growth (OPMS), leader development responsibilities.
- Remember rated officer signs the report last; be prepared to explain/justify your rating.
- Remember LT/WO1 reports are masked after promotion to CPT/ selection to CW3.

Senior Rater Tips

- Know your population, e.g. How they perform, When they go before boards, When reports will be due……..
- Look Ahead, *Establish a Plan*, Develop rating philosophy based on "Center of Mass" norm -- Goal is 1/3 in Top Box, ensure Top Box is always less than 1/2.
- Review rating chains; who you rate/senior rate, do not pool officer populations.
- Consider Start-up Costs (1st 4 reports in each grade, only 1 ACOM).
- *Cannot* hold OERs past 90 days – Army is now tracking "On time Rates" by SR.
- Depart TDY OER - TDY/TCS/SD for 90 or more days under different rater (Need to do one).
- Part VII b. Box Check does not apply for MG and above, CPT, LT, CW5, CW2, and WO1
- Retired recalled officers do not get evaluations.
- KNOW YOUR PROFILE AT ALL TIMES.

Senior Rater "Rating Philosophy"

- **Mission: Identify your best.**
- **Develop "Rating Philosophy"** and **consider communicating it to rated officers.**
- **Decide how to give ACOM's based on performance and potential (not position).**
  - *Give at least one to officers you believe to be a must select for promotion/command/school.*
    and/or
  - *Maximize ACOM's on only the very best in your population.*
- **Plan ahead, think series of reports** (number of times you will senior rate an officer); **use ACOMs sparingly.**
  - ***Trends occurring***:
    - *Many are giving COM's to most rated officers' on first rating followed by ACOM if deserved (exception: 1st OER on one of the best going before a board).*
    - ~ *Most appear to be aiming at 1/3 ACOMs + or - depending on population (remember, leave a cushion for unexpected rating situations).*

Possible Approaches

What's a Misfire?

Definition: An OER with an ACOM box check that receives a COM DA Label because the senior rater profile (50% or greater) does not support an ACOM rating.

- Mechanism to prevent - Senior Rater Contact Program. Once OERs are processed, a daily Potential Misfire roster IDs problems. The SR is contacted and given options:
  - Submit COM OER(s) to support ACOM / and resequencing.
  - Withdraw / return potential misfire OER.
  - Give authorization to change box check to COM (SR should notify rated officer).
  - Officially misfire the report - What happens?
    - Rated officer receives a COM DA Label.
    - ACOM counts on senior rater profile, further limiting SR ability to give future ACOMs.
    - SR receives a Discipline MEMO thru their rating chain.
- Bottom line:
  - Know / manage your profile.
  - We will help and work with you.

Completed Senior Rater Section

PART VII - SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 16 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO *(Explain in c)*

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: MAJ BUCK, GEORGE 999999999
SR: COL SMITH 666666666
DATE: 98 07 18
TOTAL RATINGS: 17
RATINGS THIS OFFICER : 1

c. COMMENT ON PERFORMANCE/POTENTIAL

MAJ Buck is one of the best Majors I senior rate. I personally selected him from a group of carefully screened candidates as my XO. A consummate officer, MAJ Buck leads by example, is soundly grounded on tactics, and shares his Soldiers' sacrifices and challenges. Send this joint operations experienced warrior to ILE and assign in operations positions or leadership positions at battalion or brigade level. He should command.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.
FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Division Maintenance Officer, TRADOC instructor, CASCOM Doctrine writer

Reinforcing Rules:

- **First single top box at a given grade will generate an ACOM label at DA, regardless of profile** (of the first four OERs in a grade, by component, any one, but only one, can be an ACOM.)
- **Cannot mention box check in the narrative**
- **Restarts by grade, with SR's permission, after 3 reports & a documented misfire in that grade have**

Rating Level Consistency

Recommendations:

- **Senior raters need to amplify their Potential box checks by using the narrative to clearly send the appropriate message to selection boards**. The following classification of types of narratives may serve as a guide and assist in sending a clear message:

  - **Exclusive narratives**. Those which clearly describe superior performance/potential above that of the vast majority, associated with early promotion and are restrictive in nature (e.g. top 1%, 3%, 5%, etc. of all officers, the best among a select grade or group, promote below the zone). Should only be utilized for the best ACOM reports within a mature profile, or on COM reports that follow an ACOM for same rated officer and at times for the very best officers with COM reports in small population/immature profile situations.

  - **Strong narratives**. Those which describe significant performance accomplishments and enthusiastically recommend promotion, assignment to key duty positions linked to upward mobility and appropriate military schooling (e.g. among the best, easily in the top third of the officer corps, definitely promote this officer, below the zone potential, one of my best officers). **Should be used for ACOM reports and for the very best officers receiving COM reports.**

- **Avoid Disconnect with Box Check (exceptions: small profiles, back to ba**

- **Be careful with your narrative.**

Senior Rater Tips

Don't Exaggerate

Be careful with your narrative!

- "A future GO", "will be the best BDE CDR" (LT)
- "One of the bright young officers upon who's shoulders the future of Army Aviat
- "In fact, skip CPT and promote to MAJOR." (LT)
- "If I could prove it _____ is a LTC disguised as a LT."
- "Always promote and school early."

Don't Be Frivol

- "Eats taskings like candy."
- "WIZARD of the GREAT NORTH."
- "Gleam in his eye, fire in his belly."
- "One of the top four studs in the BN."
- "Midas touch of gold."
- "This one officer justifies every dollar spent on re

Don't say:

Concur with rater,

6+ Officer

Don't Be Stupid

- Job description on 3 month OER "Military liaison for Santa's Workshop."
- Check spelling ("top knotch, Ttrainer, wirter, Lieuteriants, assigne").
- "He is ready to lead a platoon, promote to CPT."
- "Concur w/rater." "The rater has said it all."
- "Top 1% of all LTs in the Army (marked Center of Mass) (large profile)
- "This LT is one of the top 2 I rate in the Bn." (rates 2)
- "Clearly in the top 5% of the LTs I rate." (small population)

Managed Profile – How it works!

PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 3 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO *(Explain in c)*

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

☒ ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)

☐ CENTER OF MASS

☐ BELOW CENTER OF MASS RETAIN

☐ BELOW CENTER OF MASS DO NOT RETAIN

c. COMMENT ON PERFORMANCE/POTENTIAL

MAJ Smith is the best out of the 3 Majors I senior rate. I personally selected him from a group of carefully screened candidates to lead a forward deployed Personnel Service and Support mission. An outstanding officer, MAJ Smith leads by example, is soundly grounded in field personnel service support and shares his Soldiers' sacrifices and challenges. Must select this AG warrior for below the zone to Lieutenant Colonel, Command, and early attendance to the War College.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.
FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Battalion Commander, Division G-1, Corps AG Operations

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Senior Rater – at unit level

Processed at ***HQDA***

PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 3 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO *(Explain in c)*

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ABOVE CENTER OF MASS

RO: MAJ SMITH, BILLL 999999999

SR: COL SARGEANT 666666666

DATE: 04 07 18

TOTAL RATINGS: 17

RATINGS THIS OFFICER : 2

c. COMMENT ON PERFORMANCE/POTENTIAL

MAJ Smith is the best out of the 3 Majors I senior rate. I personally selected him from a group of carefully screened candidates to lead a forward deployed Personnel Service and Support mission. An outstanding officer, MAJ Smith leads by example, is soundly grounded in field personnel service support and shares his Soldiers' sacrifices and challenges. Must select this AG warrior for below the zone to Lieutenant Colonel, Command, and early attendance to the War College.

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Battalion Commander, Division G-1, Corps AG Operations

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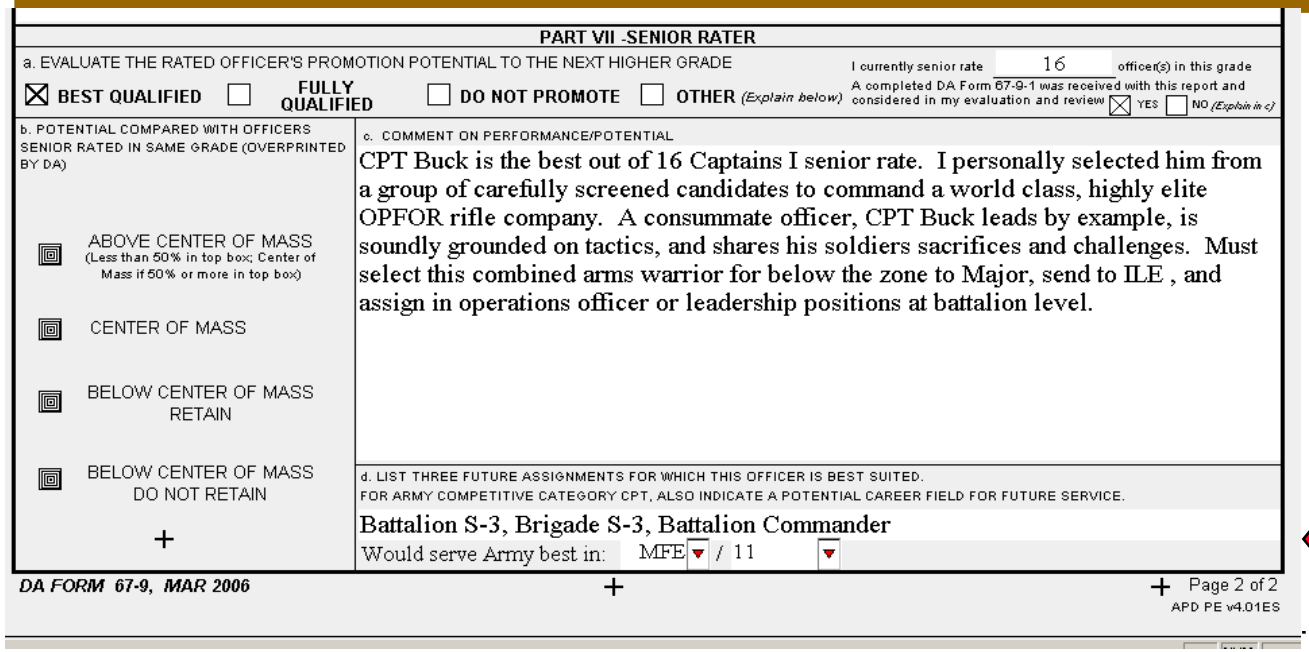
OERs without Box Checks (after 1



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 16 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER (Explain below)

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in c)

b. POTENTIAL COMPARED WITH OFFICERS SENIOR RATED IN SAME GRADE (OVERPRINTED BY DA)

- ABOVE CENTER OF MASS (Less than 50% in top box; Center of Mass if 50% or more in top box)
- CENTER OF MASS
- BELOW CENTER OF MASS RETAIN
- BELOW CENTER OF MASS DO NOT RETAIN

c. COMMENT ON PERFORMANCE/POTENTIAL

CPT Buck is the best out of 16 Captains I senior rate. I personally selected him from a group of carefully screened candidates to command a world class, highly elite OPFOR rifle company. A consummate officer, CPT Buck leads by example, is soundly grounded on tactics, and shares his soldiers sacrifices and challenges. Must select this combined arms warrior for below the zone to Major, send to ILE , and assign in operations officer or leadership positions at battalion level.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.
FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Battalion S-3, Brigade S-3, Battalion Commander

Would serve Army best in: MFE / 11

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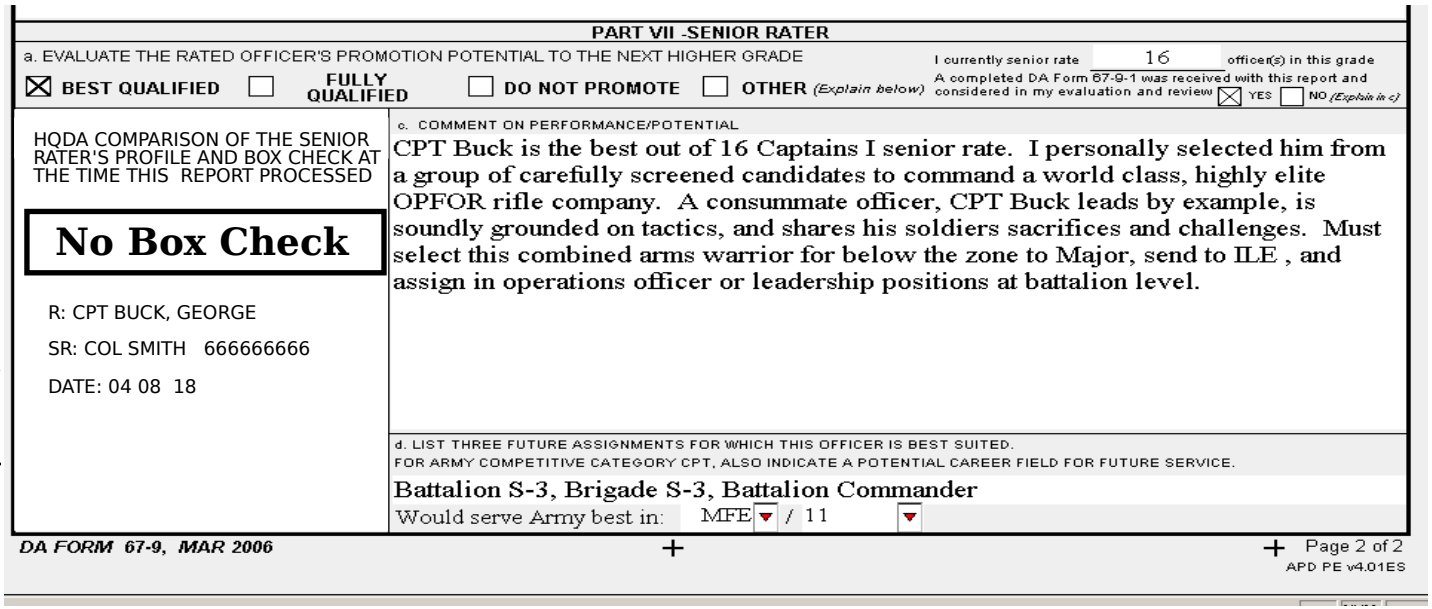
Example of Senior Rater Section *At Unit Level*

After HQDA Processing



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 16 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER (Explain below)

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in c)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

No Box Check

R: CPT BUCK, GEORGE

SR: COL SMITH 666666666

DATE: 04 08 18

c. COMMENT ON PERFORMANCE/POTENTIAL

CPT Buck is the best out of 16 Captains I senior rate. I personally selected him from a group of carefully screened candidates to command a world class, highly elite OPFOR rifle company. A consummate officer, CPT Buck leads by example, is soundly grounded on tactics, and shares his soldiers sacrifices and challenges. Must select this combined arms warrior for below the zone to Major, send to ILE , and assign in operations officer or leadership positions at battalion level.

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Battalion S-3, Brigade S-3, Battalion Commander

Would serve Army best in: MFE / 11

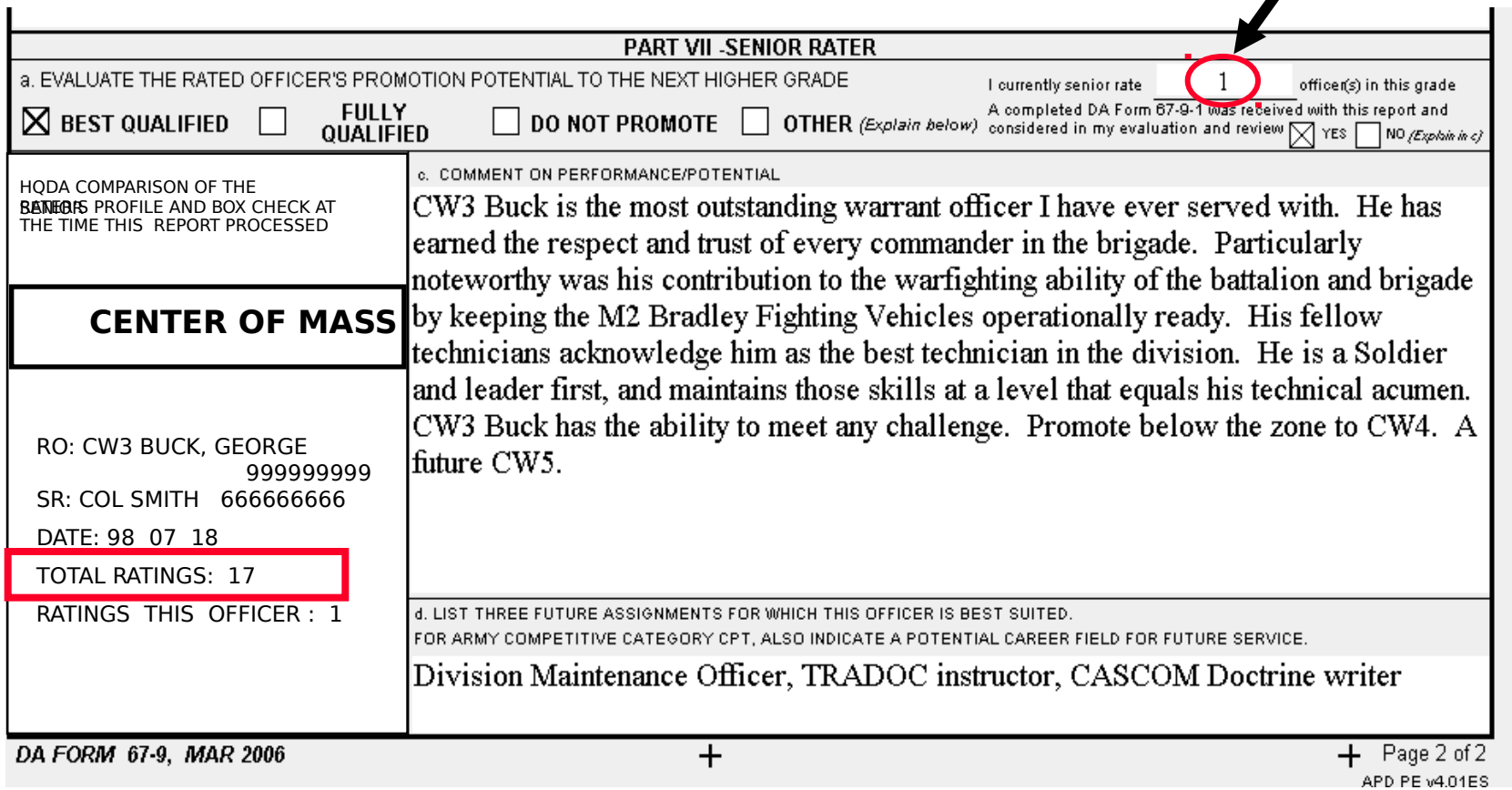
DA FORM 67-9, MAR 2006 Page 2 of 2 APD PE v4.01ES

Small Population / Small Profile

SELECTION BOARD INSTRUCTIONS:

(1) Check Box in VIIa - same grade in population *(3 OR LESS = Small Population)*

(2) Check DA label: "Total Ratings" *(5 or less = immature profile)*



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 1 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER (Explain below)

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in c)

HQDA COMPARISON OF THE RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: CW3 BUCK, GEORGE 999999999

SR: COL SMITH 666666666

DATE: 98 07 18

TOTAL RATINGS: 17

RATINGS THIS OFFICER : 1

c. COMMENT ON PERFORMANCE/POTENTIAL

CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a Soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.
FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

Division Maintenance Officer, TRADOC instructor, CASCOM Doctrine writer

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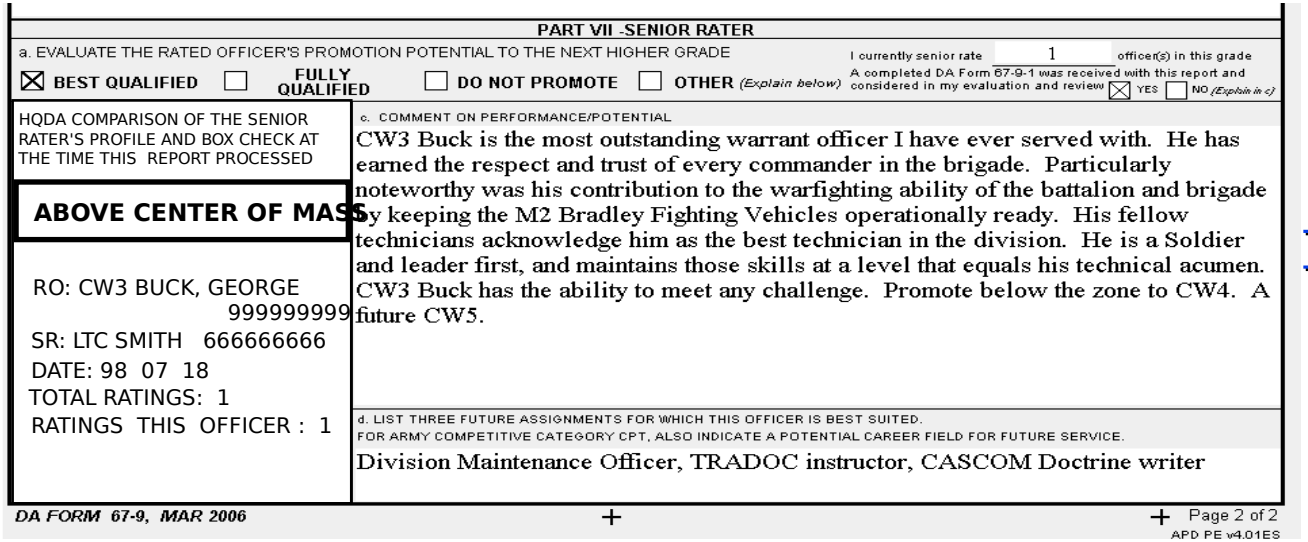
APD PE v4.01ES

Label Never Shows Downturn in Performance



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

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A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in c)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ABOVE CENTER OF MASS

RO: CW3 BUCK, GEORGE
999999999
SR: LTC SMITH 666666666
DATE: 98 07 18
TOTAL RATINGS: 1
RATINGS THIS OFFICER : 1

c. COMMENT ON PERFORMANCE/POTENTIAL

CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a Soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.

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FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

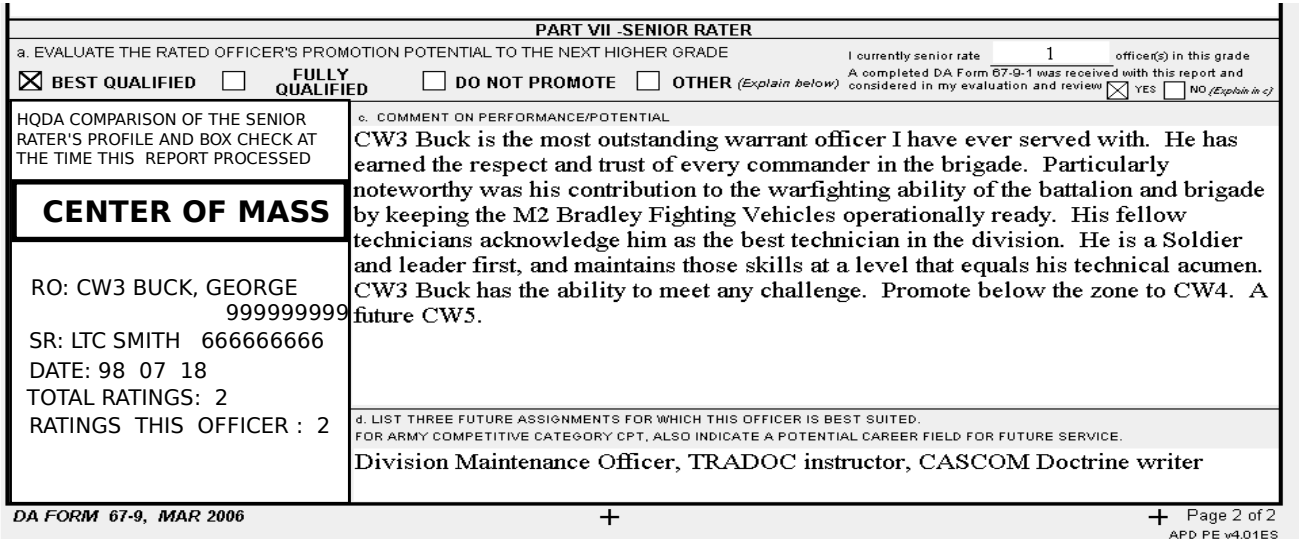
Division Maintenance Officer, TRADOC instructor, CASCOM Doctrine writer

DA FORM 67-9, MAR 2006 + + Page 2 of 2
APD PE v4.01ES

Small Population

Example: 1 of 1

e.g. Aide / Maintenance Warrant



PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 1 officer(s) in this grade

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A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO (Explain in c)

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: CW3 BUCK, GEORGE
999999999
SR: LTC SMITH 666666666
DATE: 98 07 18
TOTAL RATINGS: 2
RATINGS THIS OFFICER : 2

c. COMMENT ON PERFORMANCE/POTENTIAL

CW3 Buck is the most outstanding warrant officer I have ever served with. He has earned the respect and trust of every commander in the brigade. Particularly noteworthy was his contribution to the warfighting ability of the battalion and brigade by keeping the M2 Bradley Fighting Vehicles operationally ready. His fellow technicians acknowledge him as the best technician in the division. He is a Soldier and leader first, and maintains those skills at a level that equals his technical acumen. CW3 Buck has the ability to meet any challenge. Promote below the zone to CW4. A future CW5.

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Division Maintenance Officer, TRADOC instructor, CASCOM Doctrine writer

DA FORM 67-9, MAR 2006 + + Page 2 of 2
APD PE v4.01ES

Event Driven

Example: Board Report

Use ...

Label Never Shows Downturn in Performance

PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 38 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO *(Explain in c)*

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

ABOVE CENTER OF MASS

RO: LTC DEER, GEORGE 999999999

SR: MG JONES 666666663

DATE: 98 07 18

TOTAL RATINGS: 20

RATINGS THIS OFFICER: 2

c. COMMENT ON PERFORMANCE/POTENTIAL

LTC Deer's performance continues to be outstanding. Absolutely the right person for a tough, demanding, and diverse job. He excels every day. I have given him a full plate throughout his command and he always delivers in an outstanding fashion. I know I can depend on him. LTC Deer has set the standard, from training to material management, and he has dramatically improved the Division warfighting capability. LTC Deer is a rare talent; use it to the Army's benefit. Promote him to Colonel now, send him to Senior Service College, and give him a brigade to command. Absolutely general officer material.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.
FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

DISCOM Commander, Corps Support Group Commander, Division G-4

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Different Senior Raters

PART VII -SENIOR RATER

a. EVALUATE THE RATED OFFICER'S PROMOTION POTENTIAL TO THE NEXT HIGHER GRADE

I currently senior rate 38 officer(s) in this grade

☒ BEST QUALIFIED ☐ FULLY QUALIFIED ☐ DO NOT PROMOTE ☐ OTHER *(Explain below)*

A completed DA Form 67-9-1 was received with this report and considered in my evaluation and review ☒ YES ☐ NO *(Explain in c)*

HQDA COMPARISON OF THE SENIOR RATER'S PROFILE AND BOX CHECK AT THE TIME THIS REPORT PROCESSED

CENTER OF MASS

RO: LTC DEER, GEORGE 999999999

SR: MG SMITH 666666663

DATE: 99 05 12

TOTAL RATINGS: 9

RATINGS THIS OFFICER: 1

c. COMMENT ON PERFORMANCE/POTENTIAL

Outstanding performance by a talented, caring leader, and masterful multi-functional logistician. Unlimited potential to serve at the highest levels within our Army. I could not have asked for a more capable and knowledgeable MSB Commander during our highly successful Division Warfighter. Under LTC Deer's solid leadership and very evident values based command environment, the battalion has excelled and Soldiers are highly motivated, trained, disciplined, and mission focused. A total team player who knows how to balance mission accomplishment with true care for Soldiers and families. He is a must select for SSC, promotion to Colonel, and command.

d. LIST THREE FUTURE ASSIGNMENTS FOR WHICH THIS OFFICER IS BEST SUITED.
FOR ARMY COMPETITIVE CATEGORY CPT, ALSO INDICATE A POTENTIAL CAREER FIELD FOR FUTURE SERVICE.

DISCOM Commander, Corps Support Group Commander, Division G-4

DA FORM 67-9, MAR 2006 Page 2 of 2

Use The Narrative

Senior Rater Tips

Consider:

- **Use Senior Rater Option upon departure to complet**
- **Use Complete the Record Report to communicate to**
- **Pass your plan on to your replacement for considera**

and/or

Learn what ratings were rendered prior to your

“PLAN AHEAD -- Identify your Best”

Develop a Senior Rater Rating Plan

Name	Position	# of OERs previously received in current position (include previous SR's OERS)	Last OER/Type/Rating *Codes:* Change of Rater - CR Change of Duty - CD PCS - PCS Annual - AN Com the Record -CTR SR Option - SO Relief for Cause - RFC *Ratings* ACOM/COM/BCOM	Projected OER Date of next OER	Projected Type Type of report (Use Codes)	Projected Rating How I would rate this officer if I rated everyone today <50% in ACOM (Adjust as events dictate)	OER to DA (90days) Date report needs to be at DA (except board reports need to get to DA per board message)	Subsequent OER Will the officer receive more reports from you after the proj OER, if so how many	Cohort YG	Next Board/Date Next selection board the officer would be eligible for (Use chart profile management board dates)	Projected Departure/ Promotion
Black, A	BN XO 1/35 Inf	1	Jun 04/CR/COM	Jun-05	AN	COM	Sep-05	Yes (1)	1991	BZ LTC- Mar-05	Nov-06
Smith,D	BN S3 1/35 Inf	1	Jun 04/CR/ACOM	Dec-05	PCS	ACOM	Mar-05	No	1991	BZ LTC-Jan-06	Dec-06
Jones, T	BN Cdr 1/35 Inf	0	Jun 04/CR/COM	Jun-05	AN	ACOM	Sep-05	Yes (1)	1992	BZ COL-Jul-05	Jun-06
Davis, R	BN XO 1/36 Inf	0	Jun 04/CR/COM	May-05	CD	COM	Aug-05	No	1992	BZ LTC-Jan-07	Jun-05
Pike, M	BN S3 1/36Inf	0	Jun 04/CR/COM	Jun-05	AN	ACOM	Sep-05	Yes (1)	1991	BZ LTC-Jan-06	May-06
Bass, S	BN Cdr 1/36 Inf	2	July 04/CD/COM					No	1990	BZ Col-Jul-05	Aug-06
Doe, J	Bde S-1	1	Aug 04/PCS/ACOM					No	1992	BZ LTC-Jan-07	Aug-07
Buck, J	Bde CM Off	0	Sep04 /CR/COM	Sep-05	AN	COM	Dec-05	Yes (1)	1991	BZ Major-Oct-05	Jun-06
Fawn, B	Bde S-3	1	Sep 04/CR/ACOM	Apr-99	PCS	ACOM	Jul-05	No	1992	BZ LTC-Jan-07	Apr-06
Rockfish, A	BN Cdr Support	0	Jun 04/AN/COM	Jun-05	CD	COM	Sep-04	Yes (1)	1990	BZ Col-Jul-05	Jan-06
			Example								

Note: Promotable Officers serving in positions authorized the promotable grade will be profiled at the promotable grade if listed as (P) in the grade block of the OER.

This is on the OERS Home Page - Managing Your Senior Rater Profile

Senior Rater Profile Report: DA FORM 67-9-2

SENIOR RATER PROFILE REPORT
OFFICER EVALUATION REPORTING SYSTEM
FOR USE OF THIS FORM, SEE AR 623-3; PROPONENT AGENCY IS DCS, G-1

A. NAME	B. SSN	C. RANK	D. DATE OF REPORT

	CURRENT OER PROFILE					PROFILE HISTORY		
	ACOM COM	COM	BCOM RETAIN	BCOM DO NOT RETAIN	Total Ratings	Total Ratings	1st Block COM	% Total 1st Block
MG	*Do Not Receive block VIIb. Box Check*							
BG								
COL								
LTC								
MAJ								
CPT	*Do Not Receive block VIIb. Box Check*							
1LT	*Do Not Receive block VIIb. Box Check*							
2LT	*Do Not Receive block VIIb. Box Check*							
CW5	*Do Not Receive block VIIb. Box Check*							
CW4								
CW3								
CW2	*Do Not Receive block VIIb. Box Check*							
WO1	*Do Not Receive block VIIb. Box Check*							

DA FORM 67-9-2 15 May 06

The 3 profiles combine into 1 on (date). At that time the Active location becomes the point to access all OER information.

3 separate profiles based on rated officers component: (1) Active; (2) USAR; (3) ARNG

To obtain a copy of:

<u>Active & USAR profiles</u>:
Email: tapcmse@conus.army.mil
Online: www.hrc.army.mil (HRC-Alexandria)

<u>ARNG profile:</u> National Guard Bureau
(703) 607-7111; DSN 327-7111
Email: clyde.rebeiro@ngb.army.mil
Online: gko.ngb.army.mil
(need GKO password to access)

Senior Rater Bottom Line

- **Understand "How the System Works"**
- **Make The Hard Calls**
- **Be Fair, Open and <u>Counsel</u>**

HR Command

The Adjutant General Directorate Management Support Division

Chief, Management Support Division **(OER/NCO-ER Info)**

George Piccirilli **DSN 221-9610**
CML (703) 325-9610

Policy **DSN 221-9660**
Senior Rater Profile Info (67-9-2) **CML (703) 325-9660**

Request for Profiles: **tapcmse@conus.army.mil**

E-MAIL: George.Piccirilli@conus.army.mil

OER Information Sources

1. **AR 623-3 and DA PAM 623-3**
2. **AKO My Forms wizard form formats**
3. **Evaluation Systems Office homepage: https://www.hrc.army.mil/site/active/tagd/MSD/ESO/eso.htm**
4. **Online applications and tools – IWRS for AC OER, AC NCOER reports, 2x Citizen reports, & GKO reports for ARNG.**
5. **Human Resources Command offices:**
   - **Policy: (703) 325-9660 (DSN: 221), tapcmse@conus.army.mil**
   - **Appeals & Corrections: (703) 325-8642 (DSN: 221)**
   - **If not able to get online, SR Profiles (& currently working an initiative to combine):**
     - **Active (703) 325-9660 (DSN:221),**